

Moving Missouri Forward: Framework for Inclusion



Jeremiah "Jay" Nixon
Governor

Kelvin L Simmons
Commissioner – Office of
Administration



Alan K. Green
Director



Jeremiah "Jay" Nixon
Governor



Kelvin L. Simmons
Commissioner - Office of
Administration



Alan Green
Director

Contents

Executive Summary.....	6
Purpose of Annual Report.....	7
OEO's Vision and Mission Statement.....	8
Overview	9
Historical Timeline	9
OEO FY2010 Accomplishments	12
Fiscal Year 2010 Certification Analysis	18
M/WBE Utilization in the State of Missouri.....	20
Fiscal Year 2010 Statewide Procurement Analysis.....	22
Fiscal Year 2010 Statewide Workforce Diversity Analysis	23
Executive Branch Departments Procurement and Workforce Analysis.....	24
Key Policy Initiatives.....	60
Statewide Partners	62



Picture 1: OEO Deputy Director Ken Franklin attends the 100 Black Men Gala Event in St. Louis
 Picture 2: Alan Green – OEO Director and Bill Miller, Division of Personnel meet with a vendor during the 2010 Governor's Conference in Economic Development in Kansas City
 Picture 3: Alan Green – OEO Director and Roxy Flores – OEO Fiscal and Administrative Officer congratulate Kevin Williams, owner of WillCo Technologies as he received the 2010 Governor's Minority Business Award



NAACP CEO Todd Jealous, MO NAACP President Mary Ratliff, and KC NAACP President Anita Russell look on as Governor Nixon Signed Executive Order 10-24 at NAACP National Convention.

Jeremiah "Jay" Nixon
Governor



Kelvin L. Simmons
Commissioner

State of Missouri
OFFICE OF ADMINISTRATION
Office Equal Opportunity
301 W. High Street, Room 630
Post Office Box 809
Jefferson City, Missouri 65102-0630
(573) 751-8130 FAX: (573) 522-8078
<http://www.oa.mo.gov/oeo>

Alan Green
Director

January 15, 2011

The Honorable Jeremiah W. (Jay) Nixon
Capitol Building Room 216
Jefferson City, Missouri 65101

Dear Governor Nixon:

The staff of the Office of Administration – Office of Equal Opportunity has worked diligently on the enclosed FY10 Annual Report. Over the past year, we have overcome many obstacles and accomplished our goals, including but not limited to:

- *The signing of Executive Order 10-24.*
- *More M/WBE certified companies by any other entity in the state (1597, up approximately 7% increase from FY09),*
- *A record of 265 M/WBE certifications in FY10 (104% increase from FY09).*
- *Improvements to tracking and data gathering technique to measure diversity in the workforce and procurement information*
- *Stronger communication within the executive departments*

Although we have reached some successes, we know that much work is needed to help the State of Missouri reach a level of parity in regards to equal contracting and employment opportunities for minority and women constituents. There is no question that the past 2 fiscal years have proven to be a stressful journey to find a state of economic stability for all Missourians, one that our minority and women-owned businesses have experienced as well. OEO is committed to working with the leadership of each executive agency on progressive diversity policies and increases the department's awareness of cultural differences. A collaborative along with accountability measures will help fuel these crucial modifications. In this report you find the following:

- *OEO's Past FY09 recommendations and FY10 accomplishments*
- *Certification*
- *Data and analysis FY10*
- *M/WBE Procurement participation by department*
- *Workforce Diversity by department*
- *Recommendations FY11*
- *Key Initiatives OEO will advocate in FY11*

With a shared vision, our communities will thrive and minority and women-owned businesses can compete on a level platform; yielding job creation and a national ranking of exclusivity. In closing, with your continued guidance and support of OEO's efforts; our state will create a framework to Move Missouri Forward.

Sincerely,

A handwritten signature in blue ink, appearing to read "Alan Green".

Alan Green
Director

Executive Summary

Who We Are

The Office of Equal Opportunity (OEO) exists to promote a diversified workforce within state government and to assist women and minorities in developing opportunities to contract with the state, economically empowering traditionally underserved communities and improving the overall fiscal vitality of the State of Missouri. To serve as a resource for promoting diversity within the state workforce and improving the opportunities for women and minorities to access state employment opportunities and state contracts through excellent service and efficient use of resources. OEO works toward this goal by completing the following primary functions: Certification and Advocacy of Minority/Women Business Enterprises (M/WBE), Education and Outreach, Data Gathering, Matchmaking Activities and Reporting.

Alan Green was appointed Director of OEO in March of 2009. Green was given the following tasks:

- The creation of a new executive order,
- The implementation of policies and legislative actions to strengthen diversity practices in the state of Missouri
- Seek funding for a new disparity study and
- To strengthen the outreach activities for the office

During his directorship Green says he will focus on two objectives: “One will be to work with minority- and women-owned businesses on procurement, and the other will be to promote a diverse workforce to strengthen Missouri’s economic future”. Director Green’s ultimate goal is to help M/WBEs grow and transition from subcontractors to prime contractors by referring them to funders that will aid M/WBE vendors to reach the next level. Director Green and his staff will be reaching out to business owners through a variety of networking and educational opportunities, including business fairs, networking events, website, media outlets, community-based organizations and conferences.

What We Do

- **Certification** of Minority/Women Business Enterprises (M/WBE)—It is the responsibility of OEO, through an already established procedure, to certify prospective M/WBE vendors, and place them on a public database. This allows the certified M/WBE vendor to participate in state contracts for goods and services as well as capital improvement projects, and to be recognized as M/WBE vendors by the public and private industries.
- **Advocacy** of M/WBE vendors—it is the responsibility of OEO to advocate on behalf of M/WBE vendors for inclusion in the procurement process in the State of Missouri. It is our duty to safeguard that the workforce employed by the State of Missouri reflects the makeup of the population in our state.
- **Education & Outreach**-- OEO is constantly seeking proactive ways to foster the inclusion of M/WBE enterprises in state contracting opportunities, including disseminating procurement information to M/WBE entities through its website. In an effort to ensure that M/WBE businesses are aware and take advantage of contractual opportunities available with state agencies, OEO sponsors or co-sponsors activities ranging from regional workshops, orientation sessions for newly certified M/WBE vendors and training workshops for state agencies.
- **Matchmaking Activities**—These activities include, among other things, assisting M/WBE vendors in identifying state agencies most likely to purchase the type of goods and/or services that their businesses provide. These activities are designed to build relationships between M/WBE vendors and state agency procurement specialists, non-minority vendors, and decision makers.
- **Data Gathering**—It is the responsibility of OEO to collaborate with the executive departments and gather data pertinent to M/WBE utilization in the department’s procurement activities. It is also OEO’s responsibility to gather data that reflects the diversity of the department’s workforce and their underutilization of any job groups.
- **Reporting**—It is the responsibility of OEO to report our finding to the Commissioner of Administration as needed and yearly to the Governor’s office as mandated by Executive Order 05-30.

In order to reach these goals we have cross-trained the OEO staff to take on the various responsibilities that their job descriptions entail.

Purpose of Annual Report

As the chief diversity office for the state of Missouri, OEO provides a yearly Diversity report to the Governor. This report analyzes procurement and workforce diversity data, department by department, and gives a summary of department activities. The report also tells the Governor the number of minority and women businesses involved in contracts along with the percentage of M/WBE utilization in these procurement activities; as well as how many minorities and women are employed with the state. Throughout the year, OEO meets with departments to discuss their utilization of minorities and women owned business in their procurement areas as well as develop strategies to increase utilization in their underutilized areas.

OEO is often referred to as “the face of OA” because of its aggressive community engagement program advocating diversity and inclusion for all Missouri citizens. The end of this document gives recommendations to departments as they prepare their plans and reports for FY11; and gives summaries of the policy initiative sought by OEO in FY10 based on the data obtained up to date. The recommendations for FY 11 are designed as a model for the departments to form their affirmative action plans and to reach their internal initiatives. OWSD’s goal is to ensure that Missouri’s workforce and procurement process reflect our great state’s population. Workforce diversity does not just happen overnight. Diversifying our workforce takes a dedication to equality and a commitment to progress that starts at the top of the organization.

Commitment to Diversity



Local Students teach State Employees about their native countries during Hispanic Heritage Month



OEO staff meets with Department of Health and Senior Services to discuss workforce and procurement inclusion



Alan Green, OEO Director, participates as Keynote Speaker at the Minority Entrepreneurship Conference at Drury University



OEO Staff meets with Department of Agriculture to discuss workforce and procurement inclusion

OEO's Vision and Mission Statement

Vision

The Office of Equal Opportunity envisions a commonwealth in which a system of fair contracting and equal business opportunities exist for minority and woman owned businesses as well as diversification in the workforce.

Mission Statement

The Office of Equal Opportunity (OEO) strives to serve as the State of Missouri's Chief Advocate for Minorities and Women in the areas of employment and procurement, while upholding the commitment of the governing body to create a climate of inclusion that mirrors the demographics of Missouri.

OEO believes in working collaboratively with public and private industries to proactively pursue workforce and supplier diversity by promoting diversity and inclusion in regards to opportunities in the state's employment and procurement processes for minorities and women.

It is our goal to ***Move Missouri Forward*** to rebuild the foundation of diversity inclusion while facilitating developmental programs that foster and empower the economic growth of traditionally underserved communities, improving the overall fiscal vitality of the State of Missouri.

OEO's Philosophy

Inclusion + Respect = Diversity

Moving Missouri Forward. This is a term frequently used in Governor Jeremiah (Jay) Nixon's administration. What does it mean? Increasing efficiency and instilling the right priorities across state government? Or reaching across party lines to put Missouri families first? Or is it ensuring that Missouri has a healthy and educated workforce? Yes, all of these inquiries can be summed up into one, OEO's top priority, getting Missourians back to work.

Like Governor Nixon, OEO believes in reaching across party lines to ***Move Missouri Forward*** as well as reaching across race lines, gender lines and any other barrier in order to create a climate of inclusion. Our goal is to ensure that Missouri's workforce and procurement process reflect our great state's population. Workforce diversity does not just happen overnight. Diversifying your workforce takes a dedication to equality and a commitment to progress that starts at the top of the organization. Gov. Nixon appointed Kelvin L. Simmons as Commissioner of the Office of Administration to demonstrate this. Commissioner Simmons has already shown his dedication and commitment to this cause, foreshadowing a change in government. OEO's philosophy is, "In diversity lies strength because without it we are not whole." OEO STAFF



Alan Green
Director



Ken Franklin
Deputy Director



Roxana Flores
Fiscal & Administrative
Officer



Nancy Heyer
Certification Officer



Elizabeth Birks
Outreach Coordinator



Janet Carter
Certification Specialist

"In diversity lies strength because without it we are not whole."

Overview

Historical Timeline

Period: 1990 - 1993

In 1990, the General Assembly passed and Governor Ashcroft signed Senate Bills 808 & 672 directing the Office of Administration to "establish and implement a plan to increase and maintain the participation of certified socially and economically disadvantaged small business concerns or minority business enterprises, directly or indirectly, in contracts for supplies, services, and construction contracts, consistent with goals determined after an appropriate study conducted to determine the availability of socially and economically disadvantaged small business concerns and minority business enterprises in the marketplace."

Period: 1994 - 1997

In 1994, the State of Missouri utilization of M/WBE vendors was governed by Executive Order 94-03 which was signed by Governor Mel Carnahan, which reads in its article XIII: ***The state shall work toward a goal that at least five (5%) percent of the contracts awarded by departments in the executive branch to for-profit businesses and five (5%) percent of the contracts awarded to not-for-profit businesses shall be to minority-owned or controlled enterprises.*** In 1994, the State of Missouri Legislature appropriated funds through the Department of Economic Development to conduct a Disparity Study. The main objective of the 1994 disparity study was to determine the utilization of M/WBEs in contracts and awards by the State. The consultant was directed to determine whether any barriers to equal contracting opportunities existed that were the product of discriminatory practices in the marketplace in which the State operates. The Disparity Study documented that the State of Missouri, in 1996 was at minimum a passive participant in discrimination practices in its market area. The Study supported the creation of a State of Missouri Minority/Women-Owned Business Contracting Procedures Program to increase utilization of Minority/Women-Owned Business in Construction, Design, Consulting, Purchasing and Lottery contracts.

Period: 1998 - 2004

After the completion of the disparity study, and with a legally defensible document in place, the Oversight Review Committee expressed that the most promising means of implementing the committee's recommendations of race- and gender- neutral measures without formal action by the legislature would be an Executive Order issued by the Governor. This recommendation gave birth to Executive Order 98-21 signed by Governor Mel Carnahan, which increased the utilization percentages in the following manner:

"2.a. ... the Division of Purchasing and Materials Management shall be authorized to require prime contractors to subcontract with MBEs and WBEs on targeted contracts of \$ 100,000 or greater. ***Percentage goals shall be set for individual contracts by the DPMM in consultation with the Office of Contract Compliance (OCC) and user agency depending on the availability of MBE and WBE vendors in the applicable commodity/ service and geographic area, but the overall goal for all purchases for each fiscal year shall be set at 10% MBE and 5% WBE participation.***

Period: 2004 - 2008

On September 27, 2004, Behavioral Interventions, Inc. filed a lawsuit in the U.S. District Court, in the Western District of Missouri challenging the propriety of Missouri's M/WBE program. In January 2005, a preliminary injunction was issued ordering the Office of Administration, State of Missouri to suspend the placing of M/WBE requirements in any procurement by the State of Missouri. As a result of this injunction, a new executive order that would supersede Executive Order 98-21 was created. Governor Matt Blunt signed Executive Order 05-30, which states: "3.a. PMM shall be authorized to encourage prime contractors to subcontract with M/WBEs on all contracts of \$100,000 or greater. OEO contracts shall include a provision for participation which will allow the bidders to tailor a plan to fit the contract. Mandatory percentage goals of M/WBE participation shall not be established in violation of federal or state law. M/WBE participation shall be encouraged by PMM in consultation with OEO and the user agency depending on the availability of M/WBE vendors in the applicable commodity/service and geographical area. PMM shall consider M/WBE participation as a significant factor in a contract bid. The M/WBE participation will be evaluated along with other criteria in the award of a bid. ***It is intended that 10% MBE and 5% WBE percentage is desired.***

Period: 2009-Present

Commissioner Simmons appointed Alan Green as the Director of Office of Equal Opportunity in March of 2009. Since his appointment Governor Nixon and Commissioner Simmons have charged Director Green to be the “Chief Diversity Officer” for the State of Missouri and its 16 executive departments. Director Green manages a staff of six, but the 16 department directors also play integral roles in OEO’s operation. Under Director Green’s leadership, OEO is actively building relationships within the state’s governmental structure to understand and review current policies and procedures related to diversity. The plan is to utilize this review to supply each agency with recommendations that will enhance contracting and employment opportunities for all Missourians. To accomplish this Director Green has identified 5 goals to act as guidance in the execution of the above items:

1. Review current certification policies

One of the functions of OEO is to certify M/WBE vendors through the policies established by CSR 10-17.040. It is the goal of OEO to review these policies and try to create a non invasive process where the prospective M/WBE vendor can demonstrate the legitimacy of their application.

2. Create a centralized communication structure

For the procurement process, access is necessary for the M/WBE vendors to be able to bid on economic opportunities in a timely fashion. Also OEO recommends that the staff at the Executive departments to purposely seek opportunities where M/WBE vendors can be utilized.

For the employment portion, knowledge of current openings within the executive departments is detrimental in order to increase the pool of qualified minority applicants. OEO recommends that each executive department designates a liaison to keep OEO’s outreach coordinator abreast of economic opportunities for M/WBE vendors and also a liaison for employment opportunities.

3. Collaborate with the Executive departments to increase minority and women utilization in the State of Missouri procurement process

The expenditures incurred by the executive departments can be divided into two categories:

- Expenditures incurred through contracts established by the Division of Purchasing and Material Management on behalf of one of the executive departments; these are usually contracts that are statewide, and/or of mandatory or preferred status and are usually awarded to a non M/WBE vendor. An M/WBE vendor has the opportunity to bid as prime contractor; however, many M/WBE vendors do not have the capacity nor the experience or expertise to do so. Therefore most of the participation of M/WBE vendors in this category is as a sub contractor to a non M/WBE prime contractor. This category of expenditures makes up 52% of the expenditures incurred by the executive departments during fiscal year 09, yet of it only 16.59% was incurred with M/WBE vendors.
- Expenditures incurred through discretion by the department. These are purchases that are below \$24,999 for which the procurement process occurs internally, at the agency level. These types of expenditures amounts to 48% of the expenditures incurred by the executive departments during fiscal year 09, yet only 1.61% of it was incurred with M/WBE vendors.

It is the goal of OEO to work closely with the executive departments and its divisions to find the economic opportunities for M/WBE vendors.

4. Evaluate contract compliance and diversity practices

Executive order 05-30 section 4 establishes OEO’s responsibilities; two of those deal directly with contract compliance:

- To monitor contractor participation with M/WBE targets
- To recommend sanctions for contractors who fail to faithfully execute M/WBE participation plans during the course of contract performance.

5. Educate constituents on how to do business with the state

Training is a key component on OEO’s current plan of action. Educating constituents how the procurement process works at the State of Missouri will give them an opportunity to bid, and participate in state contracts.

Period: 2010 Highlights

1. Outreach Plan-Stimulus-Funded Projects

Commissioner Simmons presented OEO's outreach plan at the Governor's Conference in Washington D.C. in March, 2010, from that presentation Missouri was one of five states asked by the Obama administration to give presentations on "best practices" on stimulus-funded projects. Commissioner Simmons helped to lead discussions and focused on Missouri's efforts to increase participation by minority-and women-owned business enterprises (M/WBE) in projects funded by the Recovery Act.

2. Executive Order 10-24

Governor Jay Nixon signed a historic executive order in Kansas City at the 101st annual meeting of the National Association for the Advancement of Colored People conference. The order 10-24 puts in place a Code of Fair Practices. Governor Nixon is the first Missouri governor to have sexual orientation in an executive order on fair employment practices since Title VII discrimination laws were signed into federal law. The order requires each department of the Executive branch to submit an annual workforce diversity plan, to designate a representative for the Workforce Diversity Council and to meet biannually with the state's compliance officer about departments' workforce goals.

3. Missouri Minority Business Advocacy Commission (MMBAC)

The Minority Business Advocacy Commission exists to actively promote minority vendor participation in the State of Missouri. In 2009 the Commission was reactivated, when the Commission was dismantled, minority participation decreased substantially. The Office of Equal Opportunity staffs the Commission.

4. Missouri Code of State Regulations (CSR) The Office of Equal Opportunity has reviewed and updated the Code of State Regulations that pertains to certification and the M/WBE program.

5. St. Louis County-North County Citizen Group Meeting

Director Green was one of the guest speakers with the President of Christian Hospital. The North County Citizen Group is made up of local Mayors, Council members, School Board Members, State Senators, State Representatives and local citizens.

6. Minority Entrepreneurship Conference: Drury University, Springfield, Missouri

Lunch/Keynote Panel: Alan K. Green, OEO Director and MoDOT External Civil Rights Director Lester Woods,
Topic: The need for a State wide Disparity Study in Missouri Partners for the conference: NAACP, Minorities in Business, Chamber of Commerce, Grupo Latino and United of Southwest Missouri.

7. City Limits T.V. Program

Mayor Norm McCourt, host of the City Limits T.V. Program interview Director Green. The topic: Missouri's need for a Disparity Study. The show aired in St. Charles County, Jefferson County, St. Louis County, City of St. Louis and parts of Illinois.

8. OEO Newsletter

OEO has created a web based bi- monthly newsletter that informs the community on the progress of OEO and its vendors.

9. Personnel Pilot Program

OEO staff worked with the Public Service Commission to develop a personnel pilot program. The Public Service Commission plan was to hire more minorities and women. OEO staff helped to design the plan and then coordinated efforts for the PSC to interview with the St. Louis American Newspaper.

10. State Agencies Director meetings

Some of issues discussed with the agencies are M/WBE Utilization Analysis and Workforce Diversity Issues;

- Coding Errors, AOC, Journal Vouchers and Single Feasible Source Payments, OEO has asked the agencies not to just look a MOBIUS reports and create a report, but to analyze the payments and look for coding errors. To make sure that no AOC or Single Feasible Source payments are included on the MOBIUS reports and if there are some to notify OEO.
- OEO asked the agencies about their job posting locations and informed them that OEO can post their job openings on OEO website. OEO addressed the underutilization in various job groups and asked the agencies how are they addressing the issues of hiring, OEO received various answers, but most agencies talked about how the State salary range is too low. OEO also asked about diversity training and directed the agencies to contact OA-Personnel to address the diversity training approval issue mentioned on Executive order 10-24.

OEO FY2010 Accomplishments

Over the last year, OEO sought to serve as a resource for promoting diversity within the State of Missouri's workforce and improving the opportunities for women and minorities to access state employment opportunities and state contracts. OEO's five targets, outlined in the acronym V.O.I.C.E., identify the program's FY2010 Goals.

Below you will find a recap of V.O.I.C.E, the FY09 goals that satisfy each target accomplishments that exceeded the initial goals as well as a glimpse into OEO's FY11 Outreach Plan in the form of recommendations:

V.O.I.C.E

Visibility, Accountability & Accessibility: To make the State of Missouri accessible in the areas of employment and procurement and to hold each agency accountable for underutilization

- **FY09 Goal: Collaborate with the Executive departments to increase minority and women utilization in the State of Missouri procurement process**

FY10 Accomplishments:

Executive Order 10-24

Governor Nixon signed Executive Order 10-24 during the National NAACP Convention in Kansas City, MO last July. This document gave all affordable persons equal protection for employment under the law. This executive order also takes one more step towards building inclusiveness and diversity in state government. Pursuant to the Executive Order, each department of the executive branch is to submit an annual workforce diversity plan, to designate a representative for the new Workforce Diversity Council and to meet bi-annually with the state's compliance officer about the department's workforce goals.

In addition to the OEO staff holding the executive departments accountable for M/WBE utilization, the Missouri Minority Business Advocacy Commission (MMBAC), invited agencies to meet with the 9-member commission to discuss current procurement practices and how to increase utilization. MMBAC also released a report as well as recommendations to the Governor's office.

Personnel Pilot Program

Another accomplishment of OEO is the construction of the Personnel Pilot Program. The plan of the Public Service Commission (PSC) was to hire more minorities and women, so OEO staff worked with key personnel of the PSC to develop such a program. OEO staff helped to design the plan and then coordinated efforts for the PSC to interview with the St. Louis American Newspaper. This positive publicity will prove to be an effective program for other agencies to duplicate.

FY11 Recommendation:

Although OEO worked persistently to develop relationships with each agency's key personnel, in FY11, OEO will aggressively communicate on a more consistent basis with the designated individuals. This includes, but is not limited to, the following:

- **MMBAC**
After reviewing the M/WBE utilization results of FY10, MMBAC will invite each agency to scheduled commission meetings to ensure the level of accountability is understood and executed. The goal is to develop a stronger relationship with the state directors and procurement staff.
- **Personnel Program**
OEO aims to educate and train the executive agencies with the best practices that we derived from the Personnel Pilot Program. OEO will also work closely with the Personnel department to help implement Executive 10-24 to all executive agencies.

• **FY09 Goal: Evaluate contract compliance and diversity practices**

FY10 Accomplishments: Two councils which address the issue of contract compliance and diversity practices respectively, the Contract Compliance Council and the Workforce Diversity Council, have been more active in FY2010 than in recent years. The progress-to-date includes:

Contract Compliance Council

During Fiscal Year 2010, the Office of Equal Opportunity worked closely with the Contract Compliance Council (CCC). CCC members serve as principle advisors to directors on all matters relating to minority and women-owned business participation in state contracts. Members have department-wide access and authority to implement policy and procedural changes to reach the goals of inclusion established in Executive Order 05-30.

The Council's main priorities are to:

- Make recommendations regarding policies, procedures and programs to be implemented statewide;
- Evaluate data on minority and women-owned businesses qualified to bid on state contracts;
- Assist and counsel small businesses in their interactions with state departments, and provide ready access to information regarding state requirements that affect minority and women-owned businesses;
- Analyze current and proposed legislation and regulations as they affect minority businesses, with the intent of improving current requirements;
- Initiate and encourage educational programs for minority businesses;
- Develop aggressive programs to assist minority and women-owned businesses in obtaining state contracts;
- Receive recommendations regarding agencies' practices that affect minority and women-owned businesses, and to develop, in cooperation with the agencies involved, proposals that address policy issues;
- Maintain an internal system for monitoring participation within each executive agency.

The CCC believes that through effective policies and procedures, we can positively impact the way that we do business and yet maintain a competitive process

State Workforce Diversity Council

As established by Executive Order 10-24, each department director shall designate an individual with sufficient experience and authority within the department to serve on the State Workforce Diversity Council (WDC). The State EEO Officer, chair of the WDC, holds meetings quarterly to assess the progress of each agency and to discuss new business related to equal employment practices.

WDC's main priorities include:

- Ensuring that all state employees are educated on issues involving diversity
- Making recommendations to assist the State EEO Officer in the implementation of Executive Order 10-24
- Aiding the State EEO Officer in formulating policy that addresses issues that affect workforce diversity in the executive branch of state government.

The Council designee is the chief liaison to his or her department concerning equal employment opportunity. The designee is charged with the responsibility to make recommendations and reports any changes, trends and new occurrences in workforce diversity to their respective departments.

By working together with the WDC, OEO is working to create a more inclusive workforce.

Furthermore, OEO has strengthened a relationship with the Division of Purchasing and Materials Management and the Division of Personnel to further our progress in accomplishing this goal.

FY11 Recommendation: Better utilize both Councils to strengthen OEO's relationship with procurement and human resources personnel and to guarantee that our staff is up-to-date on any issues that may arise and all policy changes.

Outstanding Customer Service: Although our staff is small, OEO prides itself on the program's devotion to providing outstanding service.

FY11 Recommendation: Improve our customer service by making the M/WBE application process efficiently streamline. This will be accomplished by fortifying our relationships with our partners that offer resources for M/WBE certification. This includes, but is not limited to, the Missouri Procurement Technical Assistance Centers (MOPTAC,) Chambers of Commerce and Missouri Career Centers.

Also, we would like to expedite the process of becoming an M/WBE vendor. This action ensures an increase in the number of qualified vendors. We intend to seek input from our certified M/WBE vendors to make sure the process is holistic and understandable.

Increase Certification: To increase M/WBE Certification awareness

FY09 Goal: Review current certification policies

Our Certification Officer, Nancy Heyer has the responsibility to review the current certification policies, established by the CSR 1017.040, and create a process where the prospective M/WBE vendor can demonstrate the legitimacy of their application.

FY10 Accomplishments: OEO has updated and strengthened Code of State Regulations in regards greater accountability for M/WBE Certification. OEO has also made improvements to the database by creating categories to capture information for efficient data collection. OEO program has the most M/WBE certified vendors in the state at 1597(up 7%). At a program record of 265 certified in Fy10 (up 104% from FY09)

In order to increase M/WBE Certification, the OEO staff was tasked to evaluate the current process and policies to find how the process could be better structured to provide optimal bidding opportunities for our constituents.

FY11 Recommendation: OEO keeps an updated record of the distribution of M/WBE certifications in 6 geographical regions (referred to in the analysis area.) It is the goal of OEO staff to more aggressively seek potential M/WBEs in these regions to make certain that all regions of the state have an equal opportunity for certification opportunities with the State of Missouri.

Once OEO identified these regions, we then explored the resources that are available in those areas that will aid OEO in locating these businesses. Some of these resources included Chambers of Commerce, professional organizations, churches, educational institutions, etc.

Application Modifications - OEO's MBE/WBE Certification Program is constantly searching for ways to improve the certification process for the applicant and the program staff. After analyzing OEO's forms from the applicant's perspective, our office purchased an Adobe Professional Software program that is being used to implement these revisions for a one-time cost however it will also negate any further expense for future modifications that we might incur. Revision of our "New Application" has already begun and will contain drop-down selections rather than fill in for a variety of questions and any repetitious information requests will be removed. The same information will be provided by the applicant on this form however the format will allow easier completion. We are very excited about the improvements and are sure that the final results will benefit everyone who works with it. OEO is utilizing the knowledge and expertise of IT staff on this project and plan to do so on all upcoming projects to reach other anticipated goals as recommended below.

Sequel Database Modifications- This database contains detailed information on each certified vendor. We already have multiple queries set up to sort or track data pertaining to ethnicity, region, certifying entity, etc. It also contains certification and expiration dates plus contact information such as address, telephone, fax and email. We are constantly discovering new reasons to collect various types of data and continually receive inquiries and requests for specific statistical data in many areas. We will be adding a field for each major category that a vendor might provide such as;

commodity/service(C/S), commodity (C), service (S), Information Technology (IT) and Design & Construction (DC). This particular data will assist staff in outreach and training and to access regions as to what commodity/services to target for inclusion to our program for those locations.

New Code Method - In the past applicant vendors have provided our program with a description of their commodity or services however some of our vendors are missed when the “commodity/service search” is conducted in our MBE/WBE Directory of Certified Vendors. If a specific word is used to search rather than the one listed by the vendor, the search will not yield accurate results. For example the use of building maintenance rather than janitorial or vice versa could mean the search does not contain all janitorial firms. The solution to this problem is the implementation of a uniform coding system which will be the same as those used by Division of Purchasing & Materials Management (DPMM) combined with Facility Management & Design & Construction (FMDC). Each commodity/service code will contain a number and descriptive wording and vendors will be able to choose up to five (5) that best describes their businesses activity or product. Once the vendors and those who are searching begin utilizing the same coding method, this problem will be resolved. OEO is currently working on the implementation of these codes with assistance from our IT staff using the previously purchased Adobe Professional Software. The new codes will allow consistent searches which will be beneficial to agencies and prime contractors in locating certified M/WBE vendors in our directory.

Centralized Communication: To create a centralization of the communication effort

FY09 Goal: Create a centralized communication structure

To accomplish this goal, OEO, has incorporated the following innovative vehicles for communicating, both internally and externally.

FY10 Accomplishments

Weekly Staff Meetings: to provide status updates on each staff member’s individual projects and to maintain cohesiveness on the overall OEO strategy.

Inter-agency Relationship Building: Various staff members have been charged with the duty to establish and strengthen relationships with key personnel in each of the 16 executive departments; this included but was not limited to:

- Meeting with each department Director to explain OEO’s mission and request collaboration to achieve the set goals and to encourage that the procurement staff actively seek opportunities where M/WBE vendors can be utilized
- Involving agency procurement staff in OEO projects and events
- Establishing a designated liaison within each agency for expediency in the communication effort in the employment and procurement processes

Website Maintenance: The OEO Website is perhaps our most effective communication outlet. In FY2010, the Division of Information Technology redesigned the site, making it more easily navigable. It now includes numerous documents, OEO published in FY2009 and FY2010. In addition, to increase the efficiency and accessibility in the bid searching process for our M/WBE vendors; there is now a direct link to the Division of Purchasing and Materials Management on OEO’s website.

Published Documents: During FY2010 OEO created the following documents to satisfy the **1st Target: Visibility, Accountability & Accessibility:**

- OEO Policy and Initiatives. <http://oa.mo.gov/o eo/pdf-files/oeoinitiatives.pdf>
- Minority and Women Business Outreach Plan for Stimulus Funding – American Recovery and Reinvestment Act (ARRA). <http://oa.mo.gov/o eo/pdf-files/outreachplan.pdf>
- Executive Order 10-24: This order, signed on July 11, 2010, increased the accountability for the State of Missouri’s employment process. <http://oa.mo.gov/o eo/documents/EO10-24.pdf>
- Missouri Minority Business Advocacy Commission (MMBAC) Annual Report to Governor Nixon

FY11 Recommendation: OEO has surmounted the FY09 goal of creating a centralized communicative structure within state government through our various partnerships and networks, so in FY11 we intend to exercise more social media as a method to communicate more efficiently with our constituents.

Education: To educate all of our partners on the importance and benefits of diversification

FY09 Goal: Educate constituents on how to do business with the state

Education is one of OEO's top priorities; we must ensure that our constituents are aware of the resources that the State of Missouri offers in the areas of business development and employment. Likewise, OEO must educate the other agencies on the importance of diversity in the workplace and procurement process and the benefits to Missouri's overall fiscal vitality.

FY10 Accomplishments: OEO accomplishes these obligations by reaching out to business owners through a variety of networking and educational opportunities, including business fairs, conducting workshops, networking events, website, email blasts, newsletters, speaking engagements, media endorsements, community-based organizations and conferences. Key events include (but not limited to):

- Coalition of Minority and women Owned Businesses Legislative Day
- St. Louis County-North County Citizen Group Meeting
- Minority Entrepreneurship Conference: Drury University, Springfield, Missouri
- City Limits T.V. Program
- NAACP Statewide Convention
- Mo Hispanic Commission
- National Baptist Convention
- Governor's Economic development Conference
- Minority Contractors Initiative
- Labor Talk Podcast
- NAACP National Convention
- U.S. Dept. Of Commerce - AGOA Conference.
- Radio interviews on 103.3 FM, KPRT, 90.1 FM "Guess Who's Coming to Kansas City"
- University Academy on Leadership and Entrepreneur ventures
- Women's Business Conference - Columbia, Mo
- OA/MODOT Hispanic Heritage Month
- OA/MODOT Black History Month
- Mo Coalition of Minority and Women

FY11 Recommendation: OEO Training

Not only is it vital to have a relationship with each agency's leadership, but it is essential to familiarize our staff and M/WBEs with how the State of Missouri procurement process operates. To address this, OEO will establish the training sessions across Missouri.

The training will be a tool for our vendors, departmental staff, elected officials, and community organizations. The curriculum will cover various areas from how to do business with the state to resources for business development. The training will also allow M/WBEs to network with executive department staff. For instance, over the past year OEO has found that many agencies are not versed on the benefits of diversifying the contractors' pool for state contracts. This training has the potential to educate departments on best practices and resources.

OEO intends to hold more workshops, trainings, or seminars to aid our M/WBEs in navigating the procedures of state procurement. Look for more details to come in the strategic plan.

Certification Analysis

Fiscal Year 2010 Certification Analysis

The Office of Equal Opportunity certifies M/WBE vendors for the State of Missouri. According to OEO rules and regulations, each Missouri applicant must be visited at their business location as part of the MBE/WBE certification process. The State is divided into the following regions indicated on the map below.



2009-2010 On-Site Comparison

Region	2009	2010	% Change
Northwest	7	4	-42.86%
Northeast	2	4	100.00%
Kansas City	37	35	-5.41%
Central	33	24	-27.27%
St. Louis	69	90	30.43%
Southwest	21	22	4.76%
Southeast	18	12	-33.33%
Total	187	191	2.14%

Table 1

Onsite visits by region were compared to visits performed the previous year; results indicated the largest increase occurred in the St. Louis Region. The tracking of these figures assist our program in identifying areas that will require future plans for outreach efforts.

OEO's regulations established a Minority Business Enterprises (MBE) as a business that is at least 51% owned and controlled by one or more minority persons.

A racial minority is, for the purposes of the State of Missouri's MBE program, defined as individuals who are Black, American per Indian, Hispanic and Asian American and other similar racial minority groups as Missouri Revised Statutes Chapter 33 Section 33.750. Also included are Alaskan Natives, Pacific Islanders, and Aleuts.

A Woman Business Enterprise (WBE) is a business that is at least 51% owned and controlled by one or more women.

Certification as an MBE and/or WBE provides greater opportunities for these businesses to bid on state contracts. All certified MBE/WBE vendors appear on the Office of Equal Opportunity Directory of Certified MBE/WBE Vendors. Both contractors and state agencies use this site as a resource in soliciting certified minority and/or woman participation for ongoing projects. This certification covers all state agencies except for Missouri Department of Transportation (MoDOT), which participates in the Disadvantaged Business Enterprise (DBE) Program.

2009-2010 Certification Comparison

	2009	2010	% Change
Certifications	220	265	20.45%
Denials	21	27	28.57%
MBE	424	439	3.54%
WBE	856	927	8.29%
M/WBE	213	231	8.45%
Total Certified Vendors	1493	1597	6.97%

Table 2

Comparisons of figures between the previous two years show significant increases in all areas. 2010 reflects a positive overall increase of 104 certified minority and women-owned business enterprises (MBE/WBE & M/WBE).

Summary-Comparison Survey

For the purposes of this study, all of the certifying entities that perform MBE, WBE or DBE Certification in Missouri were contacted for responses to the different areas listed above. The survey was conducted to compare OEO's Certification Program to other available programs. The results confirmed that all other programs had a smaller pool of certified businesses, a larger certification staff and/or smaller geographical areas to cover. Due to the economy the volume of applications our office has received increased substantially in FY2010 surpassed those received in previous years. In conclusion, OEO's certification program has continued to operate efficiently considering the fact that it processes a larger volume of applications, covers the entire state while still providing our vendors with customer friendly assistance to complete the certification process.

Certifying Entity	Total Certified	Staff #	Onsite Area	Process Time	Certified MBE's	Certified WBE's	Certified M/WBE's	Certified DBE's
Office of Equal Opportunity	1,597	1FT/1PT +2 Site Visitors	Entire State	90 days	439	927	231	NA
SL Metro	109	3	60 mile radius	90 days	NA	NA	NA	109
Missouri Department of Transportation (MoDOT)	238	4FT/2 PT	Entire State	90 days	81 MDBE	139 WDBE	15 MWDBE	1-DBE
KC Human Relations Department (KCHRD)	599	Compliance/Certification-6	7-MO/KS surrounding counties	50 Days	361 MDBE	238 WDBE	NA	99-DBE
Mid America Minority Business Development Council (MAMBDC)**	267	2-MO/1-KS 1-Assistant	KS/4 MO reg.	30 days	214/53 Reciprocal s	NA	NA	NA
St. Louis Minority Business Council (SLMBC) **	270	7 FT-2-PT	IL-South Central/3-MO Reg.	4-6 wks.	217/53 Reciprocal s	NA	NA	NA
St. Louis Lambert International Airport Authority/City of St. Louis	536	Compliance+ Certification 11	SL Metro Area	90 days	87 MBE 204 MDBE	107WBE 78WDBE	11MWBE 67DMWBE	34DBE
National Women Business Owners Corporation (NWBOC)**	56 MO	3FT/1PT+ Site Visitors & Panel-4	MO	4 to 6 wks	NA	56	NA	NA
** Fee Based Certification								

Table 3

The following chart separates vendors by region and then places each vendor's line of work into the following general categories; commodities, services, commodities/services, information technology and Design & Construction. This gives our staff a better understanding of each region so this office can offer specific training or workshops to address any questions about doing business with the State of Missouri. This would also be beneficial to target and remove any barriers that might exist as well as to recruit new vendors in certain fields for work as needed around the state.

	Commodities	Services	IT	Commodity/Service	Design/ Construction	Totals
Region 1	4	10	0	2	16	32
Region 2	1	6	0	0	2	9
Region 3	35	156	2	12	117	322
Region 4	20	82	11	6	58	177
Region 5	85	278	36	22	225	646
Region 6	10	36	0	6	36	88
Region 7	9	30	0	2	29	70
Out of State-8				195	69	264
Totals	164	598	49	245	552	1608

Table 4

M/WBE Utilization in the State of Missouri

The Office of Equal Opportunity (OEO) understands that the participation of Minority and Women Business Enterprises (M/WBEs) in the State of Missouri's procurement process is essential to the economical stability of our communities. Executive Order 05-30 states that the desirable M/WBE Utilization Percentages (UP) is 10% MBE and 5% WBE.

The staff at the Office of Equal Opportunity believes that it is necessary for our constituents to know how the M/WBE Utilization percentage is calculated. At the end of each fiscal year, the general public believes these percentages should be applied to the total expenditures that the State of Missouri incurred during a particular fiscal year. However, it is not that simple. Let's start with some key terms:

1. Discretionary Expenditures – when an agency purchases directly from a vendor without the use of a contract
2. Contract Expenditures – when an agency makes a purchase with the use of a contract, set up by the Division of Purchasing and Materials Management (DPMM)
3. Subcontracting Allocation – Payments to M/WBE vendors for participating as subcontractors on a contract set up by the Division of Purchasing and Materials Management (DPMM)

For key terms 1 & 2, the State of Missouri calculates the UP based on payments that all departments make on a list of codes, known as “includable object codes”. This list can include, but is not limited to, office supplies; laboratory supplies; professional services or IT services. Some of the items or services that are excluded are lodging, natural gas, and utilities. Expenditures presented in this report include total expenses on “includable object codes”. The UP is calculated in the following manner:

Step 1: Total all the payments made to all vendors with includable object codes

Step 2: Total the payments made to certified M/WBE vendors that provided items

Step 3: Divide the payments made to certified M/WBE vendors by total payments made to all vendors to obtain a utilization percentage.

If an M/WBE vendor is participating as a subcontractor in a contract, the participation is calculated based of reports submitted by the prime contractors to DPMM. A percentage of the total payments to the prime contractor should equal the percentage specified in the contract.

These expenditures are combined and the utilization percentages for M/WBE vendors are calculated.

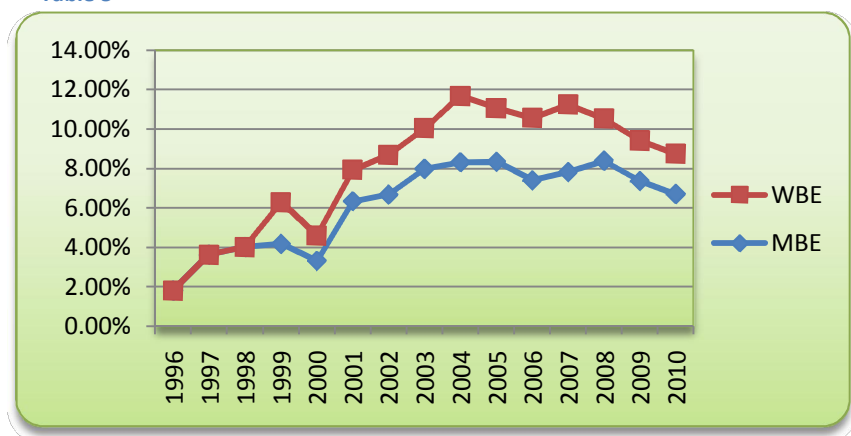
Impact

Generally speaking, for the State of Missouri M/WBE participation has been on a steady decline since 2004. An examination of the data collected from the State of Missouri shows that expenditures to M/WBE and non M/WBEs firms have increased, but not at a proportional rate.

These expenditures generally do not meet the executive order goals (10% MBE; WBE 5%). Currently M/WBE participation is decreasing due to lack of contract compliance issues and progressive M/WBE participation policies. If no new policies or procedures are generated the trend is likely to spiral downward until it reaches the 1996 M/WBE percentages or worse. If that event occurs the impact would be felt in a decrease in tax base and local employment, since it has been proven that for every dollar that we spend locally approximately sixty-two cents come back to our communities. The expenditures contained in the chart below show data for State of Missouri's Program on M/WBE expenditures as compared to non-M/WBE expenditures in contractual expenditures for, services including IT, and commodities. Although M/WBE expenditures have generally increased, it is not increasing proportionately to the growth in expenditures as whole or non M/WBE firms.

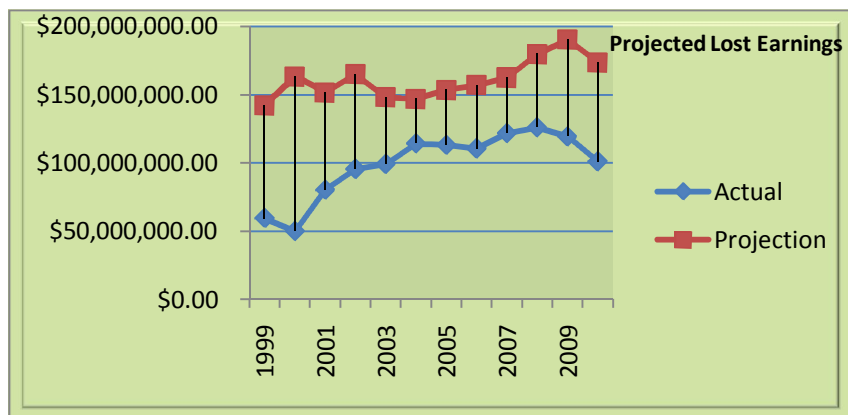
	MBE		WBE		Non-M/WBE		All Expenses ¹		
	Contracts ²	Discretionary ³	Contracts	Discretionary	Contracts	Discretionary	Contracts	Discretionary	Total
1996	\$3,000,322.00	\$7,535,862.00	\$0.00	\$0.00	\$204,382,805.00	\$370,515,956.00	\$207,383,127.00	\$378,051,818.00	\$585,434,945.00
1997	\$9,745,899.00	\$15,020,731.00	\$0.00	\$0.00	\$309,954,417.00	\$348,601,562.00	\$319,700,316.00	\$363,622,293.00	\$683,322,609.00
1998	\$7,931,513.00	\$19,188,626.00	\$0.00	\$0.00	\$214,942,238.00	\$435,660,204.00	\$222,873,751.00	\$454,848,830.00	\$677,722,581.00
1999	\$16,614,729.00	\$22,862,194.00	\$10,153,528.00	\$9,861,531.00	\$479,530,798.00	\$408,335,533.00	\$506,299,055.00	\$441,059,258.00	\$947,358,313.00
2000	\$22,465,432.00	\$13,561,016.00	\$7,451,423.00	\$6,558,907.00	\$423,601,055.00	\$615,404,388.00	\$453,517,910.00	\$635,524,311.00	\$1,089,042,221.00
2001	\$48,549,093.00	\$15,425,588.00	\$9,337,560.00	\$6,874,707.00	\$370,594,609.00	\$559,779,040.00	\$428,481,262.00	\$582,079,335.00	\$1,010,560,597.00
2002	\$51,588,277.00	\$21,797,160.00	\$11,906,653.00	\$10,314,045.00	\$381,879,558.00	\$621,949,082.00	\$445,374,488.00	\$654,060,287.00	\$1,099,434,775.00
2003	\$66,934,025.00	\$11,857,032.00	\$13,548,003.00	\$6,806,319.00	\$418,498,153.00	\$469,924,107.00	\$498,980,181.00	\$488,587,458.00	\$987,567,639.00
2004	\$75,243,734.00	\$6,048,415.00	\$26,973,776.00	\$6,021,690.00	\$406,883,317.00	\$457,566,318.00	\$509,100,827.00	\$469,636,423.00	\$978,737,250.00
2005	\$79,712,023.00	\$5,519,618.00	\$24,626,575.00	\$3,370,872.00	\$407,000,000.00	\$503,141,407.00	\$511,338,598.00	\$512,031,897.00	\$1,023,370,495.00
2006	\$73,310,037.12	\$4,068,269.28	\$25,961,053.90	\$7,270,506.28	\$407,776,708.88	\$528,715,372.95	\$507,047,799.90	\$540,054,148.51	\$1,047,101,948.41
2007	\$80,915,737.90	\$3,681,323.96	\$31,125,239.63	\$6,033,919.79	\$454,560,426.58	\$506,657,875.33	\$566,601,404.11	\$516,373,119.08	\$1,082,974,523.19
2008	\$96,371,943.36	\$3,990,563.53	\$19,382,031.08	\$6,361,932.51	\$510,808,599.74	\$560,750,072.50	\$626,562,574.18	\$571,102,568.54	\$1,197,665,142.72
2009	\$89,622,247.01	\$3,723,197.36	\$19,985,850.31	\$6,064,549.14	\$551,216,880.87	\$597,930,638.54	\$660,824,978.19	\$607,718,385.04	\$1,268,543,363.23
2010	\$74,491,179.71	\$3,011,156.25	\$15,424,453.46	\$8,215,228.91	\$507,788,389.11	\$548,071,263.07	\$597,704,022.28	\$559,297,648.23	\$1,157,001,670.51

Table 5



Graph 1 to the left shows the percentages of M/WBE participation in State Procurement since 1996. The increase in MBE and WBE participation rose steady from 2000 to 2004. A steady decline is apparent from 2004-2005 with the exception of a slight gain in 2008.

Graph 1



Graph 2

Graph 2 shows a comparison between what M/WBE vendors have earned since 1999, and what potentially they could have earned if the State of Missouri would have reached the 10% and 5% aspirational goals set in Executive Order 05-30. It is estimated that if these goals would have been met M/WBE vendors could have gained \$742 million more than they did during the years analyzed.

¹ Expenditures include only those goods and services that are available for purchase from vendors. Colleges and Universities are excluded. Leasing expenditures are excluded. Journal vouchers are not captured in the MBE/WBE report

² Contracts are set up by the OA-Division of Purchasing and Materials Management on behalf of a particular agency or to be used statewide

³ Discretionary expenditures are created when an agency purchases directly from a vendor without the use of a contract. These Expenditures are below the \$24,999 threshold

Fiscal Year 2010 Statewide Procurement Analysis

Executive Order 05-30 states that “all state agencies shall continue to make every feasible effort to target the percentage of goods and services procured from certified MBEs and WBEs to 10% and 5%, respectively.” Table 1 gives an overview of expenditures incurred by each executive department. Although the legislature, judiciary and executive branch are not subject to this executive order their M/WBE utilization is also shown.

	MBE	WBE	NON-MBE	TOTAL		
	EXPENDITURES	EXPENDITURES	EXPENDITURES	EXPENDITURES	MBE %	WBE %
Legislature, Executive and Judiciary Branches*	\$4,144,815.86	\$1,266,989.96	\$31,538,386.32	\$36,950,192.14	11.22%	3.43%
EXECUTIVE DEPARTMENTS						
OFFICE ADMINISTRATION	\$26,921,063.15	\$4,185,850.73	\$65,986,707.39	\$97,093,621.27	27.73%	4.31%
AGRICULTURE	\$173,286.71	\$55,922.55	\$3,412,309.64	\$3,641,103.90	4.76%	1.54%
INSURANCE	\$82,397.81	\$86,885.56	\$2,295,201.51	\$2,464,484.88	3.34%	3.53%
CONSERVATION	\$2,995,746.06	\$308,727.00	\$29,941,037.69	\$33,245,510.75	9.01%	0.93%
ECONOMIC DEVELOP	\$2,731,801.06	\$555,264.23	\$13,540,480.26	\$16,827,545.55	16.23%	3.30%
ELEM & SEC EDUCATION	\$283,434.33	\$3,233,028.29	\$37,975,193.99	\$41,491,656.61	0.68%	7.79%
HIGHER EDUCATION	\$46,293.46	\$112,987.42	\$7,829,061.43	\$7,988,342.31	0.58%	1.41%
HEALTH & SENIOR SERVICES	\$1,004,757.13	\$284,758.81	\$9,521,244.62	\$10,810,760.56	9.29%	2.63%
MO TRANSPORTATION	\$19,117,806.03	\$5,175,747.23	\$288,494,328.54	\$312,787,881.80	6.11%	1.65%
LABOR & INDUSTRIAL	\$109,294.25	\$349,210.56	\$1,597,035.14	\$2,055,539.95	5.32%	16.99%
MENTAL HEALTH	\$159,447.25	\$338,627.31	\$37,627,919.74	\$38,125,994.30	0.42%	0.89%
NATURAL RESOURCES	\$1,252,437.85	\$1,115,667.50	\$16,615,815.08	\$18,983,920.43	6.60%	5.88%
PUBLIC SAFETY	\$6,584,403.38	\$1,369,873.20	\$66,261,442.80	\$74,215,719.38	8.87%	1.85%
REVENUE	\$3,544,569.92	\$1,772,897.47	\$28,032,366.07	\$33,349,833.46	10.63%	5.32%
SOCIAL SERVICES	\$3,975,030.26	\$2,636,559.60	\$143,241,322.95	\$149,852,912.81	2.65%	1.76%
CORRECTIONS	\$6,737,973.46	\$2,230,999.65	\$193,726,913.48	\$202,695,886.59	3.32%	1.10%
TOTALS FOR EXECUTIVE DEPARTMENTS	\$75,700,141.10	\$23,813,007.11	\$946,117,981.34	\$1,045,630,714.55	7.24%	2.28%
TOTALS STATEWIDE	\$79,864,557.97	\$25,079,997.07	\$977,636,766.65	\$1,082,580,906.69	7.38%	2.32%
Expenditures include only those goods and services that are available for purchase from vendors. Colleges and Universities are excluded. Leasing expenditures are excluded. Journal vouchers are not captured in the MBE/WBE report						

Table 6

Through internal analysis is noted that more than 55% of the statewide expenditures are incurred through contracts established by the Division of Purchasing and Materials Management which in many instances are mandatory or preferred, and provide the State of Missouri with cost savings. The analysis also shows that 44.79% of these expenditures are incurred through agency discretionary expenditures. Table ___ shows the percentages utilized with M/WBE vendors.

	MBE Expenses	WBE Expenses	Non-M/WBE Expenses	Total Expenses	MBE %	WBE %
DPMM Contracts 55.21%	\$75,567,972.78	\$15,626,591.79	\$506,538,169.94	\$597,732,734.51	12.64%	2.61%
Agency Discretionary Purchases 44.79%	\$3,011,114.30	\$8,215,212.71	\$473,621,845.17	\$484,848,172.18	0.62%	1.69%
Total Expenditures	\$78,579,087.08	\$23,841,804.50	\$980,160,015.11	\$1,082,580,906.69	7.26%	2.20%

Table 7

Fiscal Year 2010 Statewide Workforce Diversity Analysis

The State of Missouri serves as a model for all Missourians. *It is* important that our workforce reflects the demographics found in our state. The information provided in this section highlights the current state of equal employment opportunity in the State of Missouri.

	Male	Female	Number	% by Race
White	2,400,211	2,500,418	4,900,629	81.85%
Black	318,822	359,888	678,710	11.34%
Hispanic	107,378	96,529	203,907	3.41%
American Indian	13,651	13,407	27,058	0.45%
Asian/Pacific Islander	44,793	49,212	94,005	1.57%
Two or more races	41,147	42,124	83,271	1.39%
Total Population			5,987,580	100%
Total by Gender	2,926,002	3,061,578		
Percent by Gender	49%	51%		

*SOURCE: U.S. CENSUS BUREAU, 2009 POPULATION ESTIMATES

The population in the State of Missouri, according to the Census 2009 Population Estimates, is found on table 6. 81.85% represents the white population and 18.15% represent minority groups, including those of Hispanic origin regardless of race, and individuals that have been identified to belong to two or more races. The State of Missouri employs 50,732 individuals, roughly .85% of the current population in Missouri.

Table 8

The Executive Departments following the directive of Executive Order 10-24 that **each department shall file with the State EEO Officer a revised Affirmative Action Plan of Implementation** have submitted their workforce diversity plans to the Office of Equal Opportunity. The information on the workforce composition provided in these reports is the basis for the following table, which depicts the workforce at each executive department:

		FEMALE (27,462 Employees)							MALE (23,048 Employees)						
	Total Employees	White	Black	Hispanic	Asian	Ame Indian	Two+	Unknown	White	Black	Hispanic	Asian	Ame Indian	Two+	Unknown
Office of Administration	2,040	713	39	4	12	2	-	-	1,181	73	3	10	3	-	-
Agriculture	290	107	1	0	0	1	-	-	174	4	1	2	0	-	-
Insurance	523	285	11	1	0	0	-	-	211	11	2	2	0	-	-
Conservation	1,379	307	11	2	4	1	-	-	1,010	32	4	3	3	-	-
Economic Development	978	486	96	4	9	5	-	-	313	48	2	6	6	-	-
Elem and Sec Education	1,827	1,303	168	10	9	3	-	-	285	41	3	5	0	-	-
Higher Ed	65	49	3	0	0	0	-	-	11	2	0	0	0	-	-
Health and Senior Services	1,633	1,150	131	8	10	6	-	-	286	30	4	7	1	-	-
Transportation	6,141	1,145	92	12	14	18	13	-	4,419	247	48	17	87	29	-
Labor	840	525	56	4	3	0	-	-	228	18	3	1	2	-	-
Mental Health	7,843	3,823	1,642	45	72	11	-	-	1,455	700	25	61	6	-	-
Natural Resources	1,941	749	27	5	7	2	-	-	1,102	29	6	12	1	-	-
Public Safety	4,835	2,030	310	16	23	6	-	-	2,267	136	18	10	19	-	-
Revenue	1,566	909	43	7	18	6	-	1	340	22	4	3	0	-	-
Social Services	7,761	5,153	1,083	62	21	21	-	-	1,120	278	10	7	6	-	-
Corrections	11,070	4,102	371	36	14	8	-	6	6,136	302	46	25	18	-	6
Total	50,732	22,836	4,084	216	216	90	13	7	20,538	1,973	179	171	152	29	6
State of Missouri Percentages		45.01%	8.05%	0.43%	0.43%	0.18%	0.03%	0.04%	40.48%	3.89%	0.35%	0.34%	0.30%	0.06%	0.01%

Table 9

The comparison between the composition of the workforce at the Executive Departments of the State of Missouri and the percentages found in the 2000 census yields the comparison on table 10. In conclusion the Executive Departments at the State of Missouri are comprised of 85.50% Caucasian employees. Minority employees and those of Hispanic ethnicity make up the remaining 14.50%. Female employees make up 54.13% of the workforce at the State of Missouri and male employees

Table 10	State of Missouri	2009 Estimate
White	85.50%	81.85%
Black	11.94%	11.34%
Hispanic	0.78%	3.41%
Asian	0.76%	0.45%
American Indian	0.48%	1.57%
Two +	0.08%	1.59%

represent 45.43%.

Diversity is defined as the unique strengths, talents, opinions and perspectives that each individual brings to the workplace based on his/her background and experiences. When incorporated to achieve a common goal, these differences strengthen the organization by taking into account multiple views and perspectives. Diversity allows the organization to see the “big picture” and be even more creative and innovative because others’ varying

ideas are considered. The workforce at the State of Missouri works together to build Missouri’s future!

Office of Administration

Commissioner of Administration: Kelvin L. Simmons

The Office of Administration (OA) is the state's service and administrative control agency. Created by the General Assembly on January 15, 1973, it combines and coordinates the central management functions of state government. Its responsibilities were clarified and amended by the Omnibus State Reorganization Act of 1974. The commissioner of Administration appoints the Deputy Commissioner, Assistant Commissioner and the directors of the following divisions:

- **Division of Accounting**
- **Division of Budget & Planning**
- **Division of General Services**
- **Division of Facilities Management, Design & Construction**
- **Information Technology Services Division**
- **Division of Personnel**
- **Division of Purchasing and Materials Management**

OA utilizes a decentralized purchasing system. During FY10 the Office of Administration incurred the following expenditures:

	MBE	WBE	NON-MBE	TOTAL		
	EXPENDITURES	EXPENDITURES	EXPENDITURES	EXPENDITURES	MBE %	WBE %
Commissioner's Office*	\$322,005.65	\$3,957.26	\$706,045.37	\$1,032,008.28	31.20%	0.38%
Division of Accounting	\$0.00	\$1,922.57	\$106,944.40	\$108,866.97	0.00%	1.77%
Division of Budget and Planning	\$0.00	\$2,529.83	\$8,985.77	\$11,515.60	0.00%	21.97%
Division of ITSD	\$25,499,280.89	\$3,309,527.98	\$34,657,682.22	\$63,466,491.09	40.18%	5.21%
Division of Facilities Management, Design and Construction	\$743,254.24	\$229,577.57	\$22,954,932.49	\$23,927,764.30	3.11%	0.96%
Division of General Services	\$116,868.84	\$528,030.40	\$6,444,310.67	\$7,089,209.91	1.65%	7.45%
Division of Personnel	\$1,087.33	\$2,130.95	\$101,837.35	\$105,055.63	1.04%	2.03%
Division of Purchasing and Materials Management	\$94,342.00	\$3,087.79	\$323,477.43	\$420,907.22	22.41%	0.73%
Division Expenditures	\$26,776,838.95	\$4,080,764.35	\$65,304,215.70	\$96,161,819.00	27.85%	4.24%
Commissions and others	\$9,621.10	\$12,648.37	\$912,303.90	\$934,573.37	1.03%	1.35%
Subcontracting Allocation	\$134,603.10	\$92,438.01	(\$227,041.11)			
DEPARTMENT TOTALS	\$26,921,063.15	\$4,185,850.73	\$65,989,478.49	\$97,096,392.37	27.73%	4.31%
*Includes expenditures for the Office of Equal Opportunity, ARRA Accountability, Census Activities, State Employee Recognition						

The highest percentage of expenditures is incurred through contracts set up by the Division of Purchasing and Materials Management:

CONTRACTS			DISCRETIONARY		
MBE	WBE	NON-M/WBE	MBE	WBE	NON-M/WBE
\$ 26,235,766.34	\$3,840,688.13	\$52,326,797.86	\$550,693.71	\$252,724.59	\$13,889,721.74
\$82,403,252.33			\$14,693,140.04		
84.87%			15.13%		

OA showed strong M/WBE participation in the procurement of goods and services in the following categories:

MBE HIGH USAGE				WBE HIGH USAGE			
2541	INFO TECHNOLOGY CONSULT & SRVS	\$ 24,989,348.18	46.89%	2583	COMP SOFTWARE MAINT,LIC &SUBSC	\$ 15,312,246.94	10.33%
2583	COMP SOFTWARE MAINT,LIC &SUBSC	\$ 15,312,246.94	30.42%	2580	COMP HARDWARE REPAIR & MAINT	\$ 3,817,106.86	12.80%
2685	UNDER THRESHOLD-COMPUTER EQUIP	\$ 4,135,782.08	97.80%	2544	OTHER PROFESSIONAL SERV	\$ 2,973,227.90	12.57%

The following table shows areas that reflect high expenditures but low or no M/WBE participation for OA:

MBE LOW USAGE				WBE LOW USAGE			
2904	OTHER EQUIPMENT LEASES CAPITAL	\$6,012,792.99	0.00%	2541	INFO TECHNOLOGY CON- SULT & SRVS	\$24,989,348.18	0.24%
2911	MAINFRAME COMP SOFT- WRE RENTALS	\$4,512,285.00	0.00%	2904	OTHER EQUIPMENT LEASES CAPITAL	\$6,012,792.99	0.00%
2544	OTHER PROFESSIONAL SERV	\$2,973,227.90	1.55%	2911	MAINFRAME COMP SOFT- WRE RENTALS	\$4,512,285.00	0.00%

The subcontracting allocation obtained by OA amounts to \$227,041.11, this amount makes up 0.23% of total expenditures.

The Division of Facilities Management, Design and Construction awarded 379 capital improvement or construction contracts during FY 10. WBE vendors participated as General Contractors in 5 projects and 113 payments were reported to M/WBE subcontractors during the year. The payments received by M/WBE vendors are shown on the following table:

	PAYMENTS TO MBE GC	PAYMENTS TO WBE GC	NON	TOTAL PAID	GC	GC
			M/WBE PAYMENTS		MBE%	WBE %
Administration (FMDC Constructions)	\$325,525	\$128,934	\$59,657,371	\$53,659,677	0.61%	0.24%
			SC	SC	SC	SC
	MBE SC PAYMENTS	WBE SC PAYMENTS	MBE %	WBE%	MBE %	WBE%
	\$3,175,125	\$1,419,376.00	6%	3%	6.52%	2.89%

Recommendations for the Office of Administration

The Office of Administration houses the Division of Purchasing and Materials Management (DPMM), this division is responsible for establishing contracts above \$25,000 for the executive branch departments and also statewide contracts. It is evident that a higher percentage of expenditures for the executive departments are incurred through expenditures made through these types of contracts. Thus, if more M/WBE vendors were participating in these type of contracts as prime contractors the percentage of M/WBE utilization would increase. Facilities Management Design and Construction (FMDC) handles the construction needs for the State of Missouri, along with the consolidation of janitorial services for state-owned and lease buildings. In order to reach maximum

M/WBE participation the involvement of M/WBE vendors as General contractors needs to increase.

DPMM and FMDC in conjunction with the Office of Equal Opportunity (OEO), also housed within OA, could provide specific trainings on how to properly fill RFP or project responses, how to find opportunities to do business with the State of Missouri, how to do research on older contracts or contracts with the State of Missouri for M/WBE vendors. It would also be advisable to invite M/WBE vendors to attend pre-bid conferences and walk-through opportunities. Create small bid items or projects to be subcontracted to M/WBE vendors this will allow for maximum participation and competition amongst M/WBEs.

OEO would like to recommend that a full time employee be dedicated to compliance and inclusion advocacy for all contracts set up by the Division of Purchasing and Materials Management and for projects handled by Facilities Management Design and Construction.

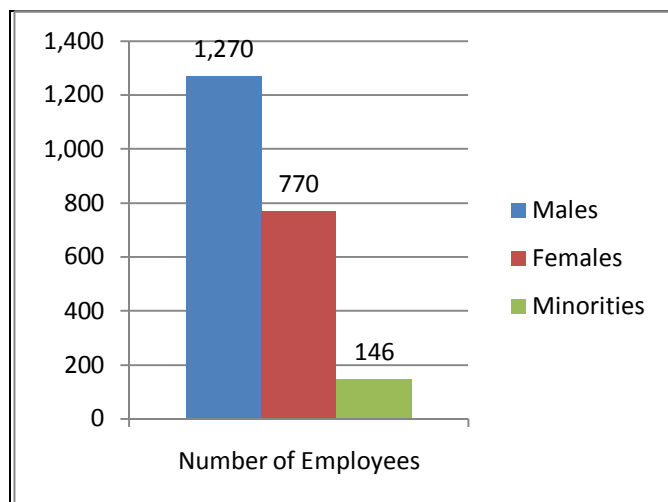
The involvement and support of each OA Division Director in the utilization of M/WBE in their discretionary expenditures will increase the utilization of M/WBE vendors for the Office of Administration. This could be achieved by training staff to include between one and three bids from M/WBE vendors when purchasing outside a DPMM established contract.

Workforce Diversity at the Office of Administration

As of June 30, 2010, the workforce at the Office of Administration (OA) consisted of 2,040 employees. Table 11 and Graph 3 show the composition of the workforce at OA by race/ethnicity and gender:

	Female (770 Employees)					Male (1,270 Employees)							
	White	Black	Hispanic	Asian	Am Ind	White	Black	Hispanic	Asian	Am Ind	Total Employees	% Minority	% Women
Commissioner's Office	10	3	1	0	0	3	4	0	0	0	21	38.10	66.67%
Division of Accounting	36	0	0	0	0	12	0	0	0	0	48	0	75%
Division of Budget and Planning	20	1	0	0	0	8	0	0	0	0	29	3.45%	72.41%
Division of ITSD	442	19	2	12	2	529	26	3	7	1	1,043	6.90%	45.73%
Facilities and Design Management	68	8	0	0	0	540	39	0	1	2	658	7.60%	11.55%
Division of General Services	30	3	0	0	0	52	2	0	0	0	87	5.75%	37.93%
Division of Personnel	39	3	1	0	0	8	1	0	0	0	52	9.62%	82.69%
Division of Purchasing and Material Management	29	1	0	0	0	21	0	0	0	0	51	1.96%	58.82%
Commissions and others	39	1	0	0	0	8	1	0	2	0	51	11.76%	82.35%
Total Employees	713	39	4	12	2	1,181	73	3	10	3	2,040		
Total Percentages	34.95%	1.91%	.19%	.58%	.09%	57.89%	3.57%	.14%	.49%	.14%			

Table 11



Graph 3

Table 12 shows the job groups where underutilization of women and/or minorities has been found. Underutilization goals are established for these job groups. These goals are derived from a statistical utilization and availability analysis. The goal of OA is to reach parity, which occurs when the workforce accurately reflects the pool of qualified individuals available for employment. When comparing underutilized job groups from Fiscal Year 09 to Fiscal Year 10, it is found that the Office of Administration

Job Groups	Underutilized Protected Group
103 Managers/Specialized Training	Minority
202 Auditors and Accountants	Minority
203 Computer Professionals	Minority
303 Other Technicians	Minority
601 Clerical Support/Keyboard	Minority
602 Clerical Support/Non-Keyboard	Minority
701 Skilled Craft Workers	Female and Minority
802 Cleaning and Building Service	Female

Table 12

reached parity during fiscal year 10 in the following job groups:

- 104 Other Managers
- 201 Social Service Workers
- 204 Other Professionals
- 208 Management Analyst Personnel
- 216 Purchasing Agent/Buyers

Department of Economic Development

Director: David Kerr

The Department of Economic Development (DED) administers a wide array of programs designed to enhance Missouri's economy in the 21st Century. It is composed of agencies that execute statutory requirements and department policy in the areas of community, economic and workforce development. DED houses the following divisions and groups:

- **Administrative Services**
- **Business and Community Services**
- **Tourism**
- **Public Counsel**
- **Public Service Commission**
- **Housing Development Commission**
- **Missouri Arts Councils**
- **Division of Workforce**

Each division at DED has their own financial and procurement staff, with the exception of Business and Community Services. Table 13 shows the analysis of M/WBE utilization at the department level. Based on administrative, accounting and budgetary changes, DED percentages increased from fiscal year 09. Through DED efforts, M/WBE expenditure percentages have remained steady since FY 08. DED ranked third among all state departments in over all percentage of expenditures with minority and women owned businesses at 17.19%.

	MBE EXPENDITURES	WBE EXPENDITURES	NON-MBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
Economic Development	\$2,731,801.06	\$555,264.23	\$13,540,480.26	\$16,827,545.55	16.23%	3.30%

Table 13

DED's expenditures through contracts greatly exceed the agency's discretionary expenditures:

CONTRACTS			DISCRETIONARY		
MBE	WBE	NON-M/WBE	MBE	WBE	NON-M/WBE
\$2,346,239.68	\$508,889.07	\$11,401,863.32	\$10,427.35	\$28,556.82	\$2,531,569.31
\$16,256,992.07			\$2,570,553.48		
84.72%			15.28%		

DED largest expenditures occurred in the following categories:

OBJECT CODES	MBE EXPENDITURES	WBE EXPENDITURES	Non - MBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
2250 Office Supplies	42,682.56	3,208.81	326,400.25	372,291.62	11.43%	0.86%
2466 Advertising Services	2,193	346,577.23	8,902,210	9,250,980.24	0.02%	3.74%
2544 Other Professional Services	365,286.54	530.00	2,626,721.58	2,992,538.12	12.20%	0.01%
2583 Comp Software Maint, Lic & Subsc	55,912.43	-	256,814.73	312,727.16	17.88%	0.00%

The table below shows areas that reflect high expenditures but low or no M/WBE participation for DED:

Through purchases in contracts that have M/WBE Participation established, DED obtained subcontracting allocation in the following amounts:

MBE: \$1,997,830.08

WBE: \$ 98,456.43

Total: **\$2,096,286.51** which represents 12.46% of the department's total expenditures.

Object Code	Total Expenditures	% of Department's Total Expenditures	% Spent with M/WBE Vendors
2496 Other Business Services	1,816,846.33	10.79%	-
2991 Agency Provided Food	90,974.71	.54%	-
2460 Printing and Binding Serv	171,683.92	1.02%	-
2502 Attorney Services	230,004.56	1.37%	-

Workforce Diversity at the Department of Economic Development

As of June 30, 2010, the workforce at the Department of Economic Development (DED) consisted of 978 employees. The Department of Economic Development houses the following divisions and groups:

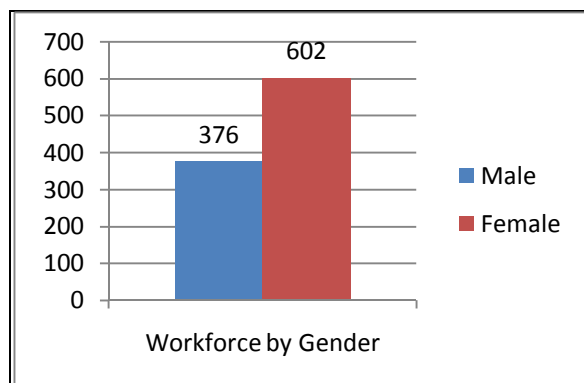
- **Administration**
- **Business and Community Services**
- **Housing Commission**
- **Missouri Arts Council**
- **Public Counsel**
- **Public Service Commission**
- **Tourism**
- **Workforce**

In accordance with Executive Order 10-24, DED prepares and monitors an affirmative action plan. As required by the order, and to avoid the appearance of quotas, the department places a strong emphasis on recruitment, retention, and training of qualified individuals. DED revises the plan every year and submits it to the Office of Equal Opportunity. The plan addresses all requirements specified in Article V of the executive order.

Table 14 and Graph 4 show the composition of the workforce at DED by race/ethnicity and gender. Table 1 shows the job groups where utilization was identified:

Division or Group	FEMALE (602 Employees)						MALE (376 Employees)				
	Total Employees	White	Black	Hispanic	Asian	Am Ind	White	Black	Hispanic	Asian	Am Ind
Administration	28	20	0	0	0	0	7	1	0	0	0
Business & Community Services	102	54	2	0	3	1	36	5	0	1	0
Housing Commission	115	44	27	3	1	2	29	9	0	0	0
MO Arts	12	6	2	0	1	0	2	1	0	0	0
Public Counsel	10	4	0	0	0	0	6	0	0	0	0
Public Service Commission	194	84	4	0	2	0	104	9	0	3	0
Tourism	33	19	1	0	2	0	11	0	0	0	1
Workforce	484	255	60	1	0	2	164	23	2	2	5
Total Employees	978	486	96	4	9	5	313	48	2	6	6
Percentages		49.69%	9.81%	0.40%	0.92%	0.51%	32.00%	4.90%	0.20%	0.61%	0.61%

Table 14



Graph 4

Job Group	Underutilized Protected Groups
Managers	Females & Minorities
Auditors and Accountants	Females & Minorities
Computer Professionals	Females
Engineers/Architects	Females & Minorities
Housing Professionals	Minorities
Analysts	Minorities
Professionals	Minorities
Workforce Professionals	Females & Minorities
Paraprofessionals	Females & Minorities
Office & Clerical	Females

Table 15

Workforce Needs-Director Kerr is supportive of an inclusive and diverse workforce. DED is currently facing a hard time finding engineers and architects. OEO and DED will be working to find a viable solution to focus recruitment efforts to find qualified applicants for these positions.

Training-DED currently offers a sexual harassment and diversity training component within their new employee orientation. They are currently working on an outline for online diversity training. The efforts identified will ensure all Department of Economic Development employees will have knowledge and understanding of the importance the department places on diversity.

Department of Labor and Industrial Relations

Director: Lawrence G. Rebman

The Missouri Department of Labor and Industrial Relations (DOLIR) promotes economic security, safe and healthy workplaces as well as protects wage earners and individuals against discrimination by improving working conditions, enforcing labor and anti-discrimination laws and helping those unemployed, injured on the job and victims of crime.

The department is responsible for administering programs that:

- Provide an income contribution for workers to offset the loss of a job because of injury;
- Provide an income contribution for workers to offset the loss of a job because of layoff;
- Determine the appropriate bargaining unit for public employees;
- Regulate wages for public works and construction projects;
- Promote safe working environments;
- Enforce Missouri's anti-discriminatory statutes and protect Missouri citizens in the areas of housing, employment and public accommodation; and
- Investigate allegations of workers' compensation fraud and noncompliance.

Agencies operating within the department are:

- Labor and Industrial Relations Commission
- Division of Labor Standards
- Division of Workers' Compensation
- Division of Employment Security
- The Missouri Commission on Human Rights
- Director and Staff Administration

DOLIR utilizes a centralized purchasing system. An analysis of the divisions' expenditures reveals that during FY 10 DOLIR spent \$457,901.81 with M/WBE vendors. Table 16 shows DOLIR's expenditures with more details:

	MBE EXPENDITURES	WBE EXPENDITURES	NON-MBE EXPENDITURES	TOTAL EXPENDITURES		
					MBE %	WBE %
Department of Labor and Industrial Relations	\$109,294.25	\$349,210.56	\$1,597,035.14	\$2,055,539.95	5.32%	16.99%

Table 16

DOLIR's expenditures through contracts greatly exceed the agency's discretionary expenditures:

CONTRACTS			DISCRETIONARY		
MBE	WBE	NON-M/WBE	MBE	WBE	NON-M/WBE
\$16,083.45	\$107,371.30	\$1,163,713.53	\$93,210.80	\$241,839.26	\$433,321.61
	\$1,287,168.28			\$768,371.67	
	62.62%			37.38%	

DOLIR showed high expenditures levels in the goods and services that can be found on table 17:

OBJECT CODES	MBE EXPENDITURES	WBE EXPENDITURES	Non-M/WBE EXPENDITURES	TOTAL EXPENDITURES		
					MBE %	WBE %
2250 Office Supplies	\$70,590.78	\$177,160.22	\$239,633.43	\$487,384.43	14.48%	36.35%
2544 Other Professional Services	-	\$92,903.91	\$351,852.05	\$444,755.96	-	20.89%
2496 Other Business Services	-	-	\$256,440.33	\$256,440.33	-	-
2466 Advertising Services	-	-	\$145,748.23	\$145,748.23	-	-
2838 Min Rep, Maint & Impr Serv	-	-	\$121,113.84	\$121,113.84	-	-

Table 17

It is evident that in some of these expenditures DOLIR was not able to find M/WBE providers to fulfill the needs of the agency. However, there are other areas where DOLIR was successful in including M/WBE vendors. Table 18 shows areas that reflect high expenditures but low or no M/WBE participation for DOLIR:

Through purchases in contracts that have M/WBE Participation established, DOLIR obtained subcontracting allocation in the following amounts:

MBE: \$ 356.57

WBE: \$8,616.39

Total: \$8,972.96 --the total amount of subcontracting allocation represents .43% of the department's total expenditures.

Object Code	Total Expenditures	% of Department's Total Expenditures	% Spent with M/WBE Vendors
2769 Office Furniture	\$12,071.19	.59%	100%
2691 Under Threshold-off Equip & Furn	\$43,371.62	2.11%	90.85%
2469 Temporary Personnel Services	\$13,869.33	.67%	87.96%
2400 Telecommunications Supplies	\$23,369.21	1.14%	37.23%

Table 18

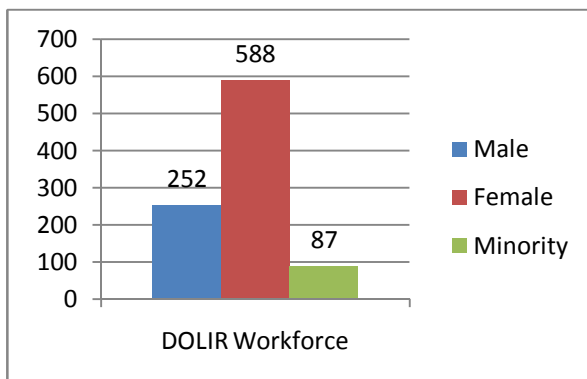
Workforce Diversity at the Department of Labor and Industrial Relations

As of June 30, 2010, the workforce at the Department of Labor and Industrial Relations (DOLIR) consisted of 840 employees in various divisions and groups

Table 19 and Graph 5 show the composition of the workforce at DOLIR on June 30, 2010 by race/ethnicity and gender. DOLIR's objectives are not developed or administered as quotas, nor are administered in a manner which discriminates in hiring, appointing or promoting an individual on the grounds of race, color, religion, sex, or national origin.

Division or Group	Total Employees	FEMALE (588 Employees)					MALE (252 Employees)				
		White	Black	Hispanic	Asian	Am Ind	White	Black	Hispanic	Asian	Am Ind
Commission on Human Rights	31	23	3	0	0	0	2	3	0	0	0
Division of Employment Security	566	362	37	4	0	1	145	13	2	1	1
Division of Labor Standards	38	16	0	0	0	0	22	0	0	0	0
Division of Worker's Compensation	144	88	10	0	1	0	42	2	0	0	1
DOLIR Director and Staff	46	28	5	0	1	0	11	0	1	0	0
Labor and Industrial Relations	13	7	1	0	0	0	5	0	0	0	0
Commission State Board of Mediation	2	1	0	0	0	0	1	0	0	0	0
Total Employees	840	525	56	4	2	1	228	18	3	1	2
Percentages		62.50%	6.67%	.48%	.24%	.12%	27.14%	2.14%	.36%	.12%	.24%

Table 19



Graph 5

Job Group	Underutilized Protected Group
Officials and Administrators	Minority
Management Analyst, Personnel	Minority
Other Technicians	Minority
Paraprofessionals	Minority
Clerical Support/Keyboard	Minority

Table 20 shows the job groups where underutilization was identified. DOLIR operates with a workforce that is composed of 89.6% white, 8.8% Black and 1.6% minorities. Females comprised 70% of the workforce, where males comprised 30% of the workforce.

Department of Mental Health

Director: Keith Schaefer

The Missouri Department of Mental Health (DMH) is comprised of the following divisions:

- **Psychiatric Services**
- **Division of Retardation**
- **Division of Alcohol and Drugs plus the administrative services offices.**

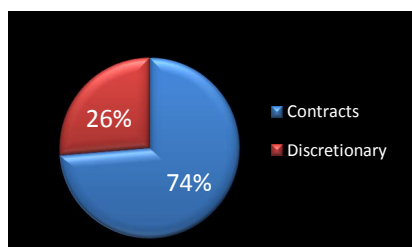
The procurement system utilized by the agency is decentralized; each division presents their bids to the public or to prospective vendors in different ways.

DMH faces a unique dilemma, during FY 10 50.94% or \$39,591,950.10 of their discretionary expenditures was spent with contractors providing consumer services for the division of Alcohol and Drug Abuse (ADA), all of these providers are not-for-profit corporations and cannot be certified as M/WBE. The network of ADA contractors is extremely static with most of the contractors having been in place for twenty to thirty years. Competitive procurements to establish additional contracts are very infrequent with the last request for proposal processed in 2008. A search of the directory of M/WBE providers did not yield any vendors that could provide these types of services.

During fiscal year 10 DMH incurred the following expenses:

	MBE EXPENDITURES	WBE EXPENDITURES	NON-MBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
Department of Mental Health	\$159,447.25	\$338,267.31	\$37,627,919.74	\$38,125,994.30	.42%	.89%

Table 19



The graph on the left depicts the percentage of expenditures that are incurred through contracts that are set up by the Division of Purchases and Materials Management. The top three expenditures for DMH are shown on table 22; there was no M/WBE participation on these areas. Table 23 shows areas where M/WBE vendors were utilized by DMH.

OBJECT CODES	Non-M/WBE EXPENDITURES	TOTAL EXPENDITURES		
			MBE %	WBE %
2289 Pharmaceutical Drugs	9,905,987.21	\$9,905,987.21	-	-
2433 Medical and Dental Services	5,022,262.11	\$5,022,262.11	-	-
2337 Food and Dietary Supplies	4,979,859.70	\$4,979,859.70	-	-

Table 20

Through purchases in contracts that have M/WBE Participation established, DMH obtained subcontracting allocation in the following amounts:

MBE: \$ 6, 756.95

WBE: \$22,746.96

Total: **\$29,503.91** or .05% of the department's total expenditures

OBJECT CODES	M/WBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
2937 Other Equipment Rental	\$17,320	\$31,203.18	-	55.50%
2346 Personal Care Supplies	\$32,317.73	\$360,029.50	8.21%	0.75%
2250 Office Supplies	\$66,299.26	\$24,408.35	1.19%	18.69%

Table 21

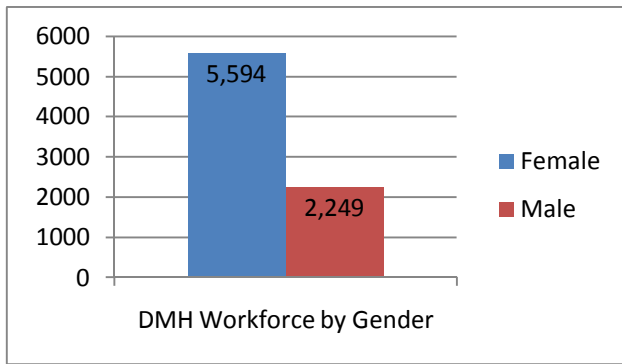
Workforce Diversity at Department of Mental Health

The Department of Mental Health (DMH) was officially established on July 1, 1974 as a cabinet level state agency by the *Omnibus State Government Reorganization Act*; however, its functions date back to 1847. The department serves as the state's mental health authority, establishing philosophy, policy and standards of care. State law provides three principal missions for the department: (1) the prevention of mental disorders, developmental disabilities, substance abuse and compulsive gambling; (2) the treatment, habilitation and rehabilitation of Missourians who have those conditions; and (3) the improvement of public understanding and attitudes about mental disorders, developmental disabilities, substance abuse and compulsive gambling.

As of June 30, 2010, the workforce at the Department of Mental Health (DMH) consisted of 7,843 employees. With centers or mental hospitals located throughout the State of Missouri, DMH has the potential to have a very diverse workforce. Table 24 and graph 6 show the composition of the workforce at DMH by race/ethnicity and gender:

		FEMALE (5,594 Employees)					MALE (2,249 Employees)				
Division or Group	Total Employees	White	Black	Hisp	Asian	Am Ind	White	Black	Hisp	Asian	Am Ind
Albany Regional Office	33	27	0	0	0	0	6	0	0	0	0
Alcohol and Drug Abuse	71	39	10	0	0	2	17	3	0	0	0
Bellefontaine Hab Ct	505	49	309	1	1	0	15	129	0	1	0
Central Missouri Regional Office	59	51	1	0	0	0	6	1	0	0	0
Comp Psychiatric Services	56	32	6	0	1	0	15	2	0	0	0
Cottonwood Res	98	49	4	0	1	0	31	13	0	0	0
Director's Office	92	61	8	0	0	0	23	0	0	0	0
Developmental Disabilities	62	44	0	1	0	0	16	1	0	0	0
Fulton State Hospital	1,198	633	70	2	8	3	395	74	1	10	2
Hannibal Regional Office	40	35	1	0	0	0	4	0	0	0	0
Hawthorn Child Psych	255	60	123	3	3	0	23	43	0	0	0
Higginsville Hab Ct	454	328	17	3	8	1	83	11	0	3	0
Joplin Regional Office	37	25	0	0	1	2	7	1	1	0	0
KC Regional Office	103	79	10	1	0	0	8	4	0	1	0
Kirkville Regional Office	30	25	0	0	0	0	5	0	0	0	0
Marshall Hab Center	607	381	34	8	8	0	121	24	16	13	1
Metro St. Louis Psy Ctr	287	56	139	2	4	0	30	50	0	4	1
Nevada Hab Ctr	287	212	1	1	1	0	69	1	1	1	0
NW MO Psych Rehab Ctr	330	242	15	3	4	0	56	6	1	2	1
Office of Administration	42	31	0	0	0	0	11	0	0	0	0
Poplar Bluff Regional Office	42	32	2	0	0	0	8	0	0	0	0
Rolla Regional Office	42	35	0	0	0	0	7	0	0	0	0
SEMO Residential Services	199	117	32	2	0	1	35	12	0	0	0
Sikeston Regional Center	39	31	3	0	0	0	5	0	0	0	0
Southeast MO MHC	883	584	6	8	12	2	260	3	1	7	0
Southwest MOPRC	96	67	1	1	1	0	26	0	0	0	0
Springfield Regional Center	47	38	3	0	0	0	6	0	0	0	0
St. Louis Dev Disab	635	97	389	0	3	0	18	124	0	3	0
St. Louis Psy Rehab	531	104	251	1	6	0	51	113	0	5	0
St. Louis Regi Off	262	158	67	1	2	0	24	8	1	1	0
Total Employees	7,843	3,823	1,642	45	72	11	1,455	700	25	61	6
Percentages		48.74%	20.94%	.57%	.92%	.14%	18.55%	8.93%	.32%	.78%	.08%

Table 22



Graph 6

The vision for the Missouri Department of Mental Health is that “Missourians shall be free to live their lives and pursue their dreams beyond the limitations of mental illness, developmental disabilities, and alcohol and other drug abuse.”

Missourians must know that mental illness is treatable, that persons with substance abuse problems can triumph over their addictions, and that persons with developmental disabilities can be productive citizens and good neighbors in their communities

Even though MDH has locations throughout Missouri, they still experience underutilization in various job groups:

Job Groups	Underutilized Protected Group
101 Officials/Administrators	Minority
201 Social Service Workers	Minority
202 Auditors and Accountants	Minority
206 Teachers/Counselors	Minority
303 Other Technicians	Minority
701 Skilled Craft Workers	Minority
803 Transportation Occupations	Female
804 Laborers	Female

Table 23



From left to right: Joined by State Sen. Robin Wright-Jones, Gov. Jay Nixon details state incentives to help Sweetie Pie's, a staple for soul food in St. Louis, expand to a third location and create jobs.
Gov. Nixon signs HB 1695, a sweeping reform of Missouri's DWI laws, at the Missouri State Highway Patrol training academy in Jefferson City

Department of Insurance, Financial Institutions, and Professional Registrations

Director: John M. Huff

The Department of Insurance, Financial Institutions and Professional Registration (DIFP) regulates the consumer service industries in Missouri by encouraging a fair and open market, establishing coherent and evolving policies that balance the interest of consumers, professionals and industry, and enforcing state laws and regulations governing business to protect consumers from unfair and inequitable treatment. The department is funded through fees and assessments from the industries and professionals regulated by the department rather than state general revenue. DIFP is comprised of the following divisions:

- Division of Insurance Consumer Affairs
- Division of Insurance Company Regulation
- Division of Insurance Market Regulation
- Resource Administration Division
- Division of Finance
- Division of Credit Unions
- Division of Professional Registration
- Office of Athlete Agents
- Office of Athletics

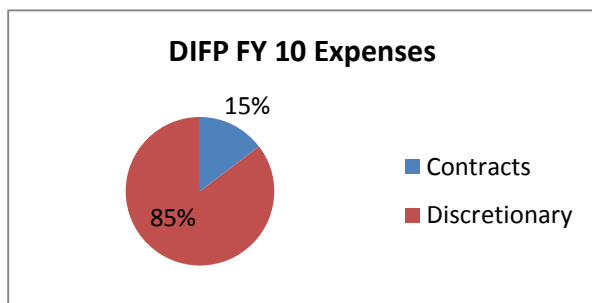
DIFP has a centralized purchasing system. An analysis of the department's expenditures reveals the following expenses incurred during fiscal year 10:

	MBE EXPENDITURES	WBE EXPENDITURES	NON-MBE EXPENDITURES	TOTAL EXPENDITURES		
					MBE %	WBE %
Department of Insurance, Financial Institutions, and Professional Registrations	\$82,397.81	\$86,885.56	\$2,295,201.51	\$2,464,484.88	3.34%	3.53%

DIFP highest expenditures occurred in the procurement of goods and services in the following categories:

OBJECT CODES	MBE EXPENDITURES	WBE EXPENDITURES	Non-M/WBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
2502 Attorney Services	\$-	\$-	\$915,226.19	\$915,226.19	-	-
2505 Professional Court Services	\$-	\$60,709.28	\$90,335.01	\$151,044.29	0.00%	40.19%
2544 Other Professional Services	\$25,000	\$-	\$0.00	\$463,101.70	5.39%	0.00%
2250 Office Supplies	\$5,612.75	\$11,957.04	\$190,071.46	\$207,641.25	2.70%	5.75%

Graph 7 shows the percentage of expenditures incurred by DIFP through contracts set up by the Division of Purchasing and Materials Management and the percentage incurred through discretionary expenditures:



Graph 7

DIFP has the potential to reach the 10% MBE and 5% WBE participation level required by Executive Order 05-30. DIFP is one of the few departments whose purchases are greater through discretionary expenditures than through contracts.

Through purchases in contracts that have M/WBE Participation established, DIFP obtained subcontracting allocation in the following amounts:

MBE: \$2,349.15

WBE: \$ 907.61

Total: **\$3,256.76** or .13% of the department's total expenditures.

Workforce Diversity at the Department of Insurance, Financial Institutions, and Professional Registrations

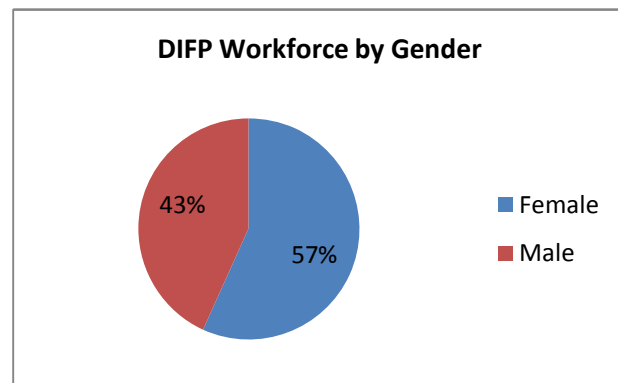
As of June 30, 2010, the workforce at the Department of Insurance, Financial Institutions, and Professional Registrations (DIFP) consisted of 523 employees within their divisions.

Table 26 and Graph 8 show the composition of the workforce by race/ethnicity and gender:

		FEMALE (297 Employees)					MALE (226 Employees)				
Division	Total Employees	White	Black	Hispanic	Asian	Am Ind	White	Black	Hispanic	Asian	Am Ind
Credit Unions	14	5	1	0	0	0	8	0	0	0	0
Finance	108	39	2	0	0	0	64	2	1	0	0
Insurance	183	100	1	0	0	0	75	5	0	2	0
Professional Registration	218	141	7	1	0	0	64	4	1	1	0
Total Employees	523	285	11	1	0	0	211	11	2	2	1
Percentages		54.49%	2.10%	0.19%	0.00%	0.00%	40.34%	2.10%	0.38%	0.38%	0.19%

Table 26

The majority of the workforce at DIFP is non-merit. The department has advertised their job openings at various websites, such as Monster.com and Yahoo-jobs, based on the location of the job opening the department has also advertised through the Kansas City Star, and the St. Louis Post Dispatch.



Graph 8

During fiscal year 10, DIFP was able to reach parity in two job groups that showed to be underutilized during fiscal year 09.

DIFP uses a comparison of incumbency to availability report and utilizes the 80% with whole person rule to estimate underutilization.

During FY 10, DIFP showed underutilization of females and/or minorities in the following job groups:

- 103 Managers/Specialized Trainings
- 202 Auditors and Accountants
- 204 Other Professionals
- 205 Medical/Health Related
- 214 Financial Examiners
- 215 Market Conduct Examiners
- 303 Other Technicians
- 601 Clerical Support/Keyboard

The director at DIFP is currently working on an outreach plan to filled job openings as they became available with the most qualified candidate.

Department of Higher Education

Commissioner: Dr. David R. Russell

The Missouri Department of Higher Education (MDHE) serves as the administrative arm of the Coordinating Board for Higher Education (CBHE). The CBHE appoints the commissioner of Higher Education to head the MDHE and carry out administrative responsibilities to achieve the CBHE's desired goals for the state system of higher education, which serves more than 387,000 students through 13 public four-year universities, 20 public two-year colleges, one public two-year technical college, 25 independent colleges and universities and 159 proprietary and private career schools. The agency's primary responsibilities include:

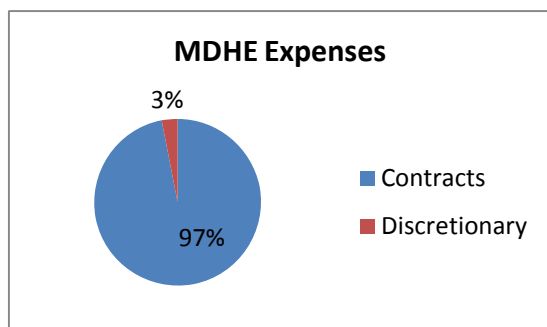
- Identification of statewide planning for higher education
- Evaluation of students and institutional performance
- Review of institutional missions
- Development of specialization among institutions
- Administration of a statewide postsecondary technical education program
- Establishments of guidelines to promote student transfer among institutions
- Approval of new degree programs offered by public colleges and universities
- Administration of the Proprietary School Certification Program
- Policy setting for an administration of student financial assistance programs
- Increase awareness among Missourians regarding opportunities for postsecondary education and student financial assistance in the state

The MDHE carries out its work through six different divisions which include:

- Academic Affairs
- Contracts and Compliance
- Financial Assistance and Operations
- Fiscal Affairs and Operations
- Missouri Student Loan Group
- Information Technology

In order to carry out its work, this agency utilizes a centralized purchasing system. During fiscal year 10, the department incurred the following expenditures:

	MBE EXPENDITURES	WBE EXPENDITURES	NON-MBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
Department of Higher Education	\$46,293.46	\$112,987.42	\$7,829,061.43	\$7,988,342.31	.58%	1.41%



The graph on the left depicts the percentage of expenditures that are incurred through contracts that are set up by the Division of Purchases and Materials Management. The top four expenditures for MDHE are shown on table 27 along with the level of M/WBE participation achieved.

Through purchases in contracts that have M/WBE Participation established, MDHE obtained subcontracting allocation in the following amounts:
 \$ 1,719.92 (MBE)
\$13,155.44 (WBE)
\$14,875.36 or **.18%** of total expenditures

OBJECT CODES	MBE EXPENDITURES	WBE EXPENDITURES	Non-M/WBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
2544 Other Professional Services	-	\$397.70	\$4,865,901.30	\$4,866,299.00	-	0.00%
2475 Collection Services	-	-	\$2,575,149.69	\$2,575,149.69	-	-
2301 Promotional Supplies	\$6,973.20	\$73,560.90	\$37,472.73	\$118,006.83	5.90%	62.33%
2541 Info Technology Consult & Services	-	-	\$84,769.34	\$84,769.34	-	-

Table 25

Workforce Diversity at the Department of Higher Education

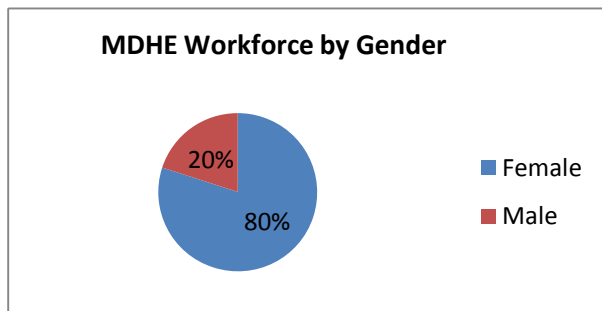
As of June 30, 2010, the workforce at the Department of Higher Education (MDHE) consisted of 65 employees. MDHE houses the following divisions or groups:

- Academic Affairs
- Contracts and Compliance
- Financial Assistance and Operations
- Fiscal Affairs and Operations
- Missouri Student Loan Group
- Information Technology

Table 28 and Graph 9 show the composition of the workforce at MDHE on June 30, 2010 by race/ethnicity and gender.

Department of Higher Education	Total Employees	FEMALE (52 Employees)					MALE (13 Employees)				
		White	Black	Hispanic	Asian	Am Ind	White	Black	Hispanic	Asian	Am Ind
	65	49	3	0	0	0	11	2	0	0	0
Percentages		75.38%	4.61%	0.00%	0.00%	0.00%	16.92%	3.07%	0.00%	0.00%	0.00%

Table 26



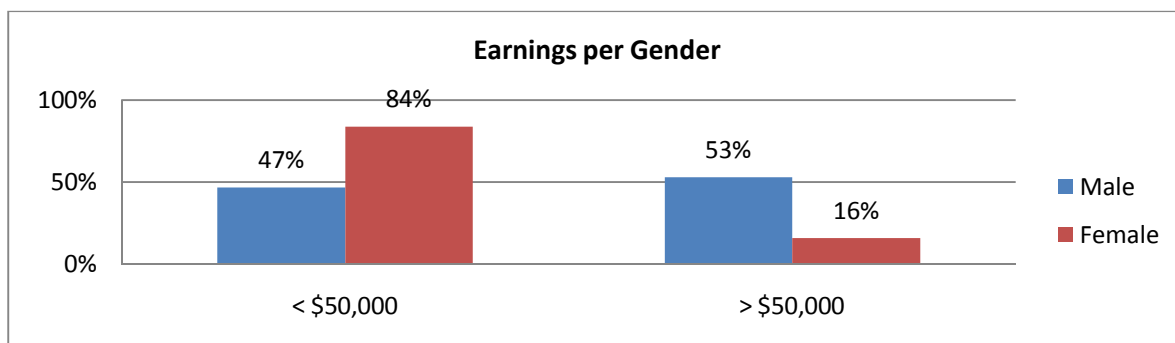
Graph 9

Projections about the pool of qualified minority candidates are based on data from the U.S. Census Bureau about the city in which MDHE is located, Jefferson City, and the surrounding area and on employees within the agency who are considered promotable, transferrable, or trainable for particular positions. These projections are used to estimate the number of qualified persons who are in theory available for hire in each of the MDHE's job classes. Based on those projections **MDHE shows underutilization of females and/or minorities in two job classes: "Officials and Administrators" and "Other Professionals"**

MDHE continues to make efforts to increase the number of women and minorities in the workforce. Eight percent (5 out of 65) of the agency's employees were minorities. The agency's minority participation percentage has remained stable for two years. Forty-three percent (3 out of 7) of the new employees hired by the agency during FY 10 were women.

Earnings at MDHE

The earnings gap by gender increased during FY10. During that period, the earnings gap increased from \$18,378 to \$21,608. Average female earnings decreased to \$38,542, while average male earnings increased to \$60,150. Twenty-three percent of the MDHE's workforce earned more than \$50,000 per year. By gender, 15.3% (or 8 out of 52) women and 53% (or 7 out of 13) men earned more than \$50,000 per year.



Graph 10

Department of Conservation

Director: John D. Hoskins

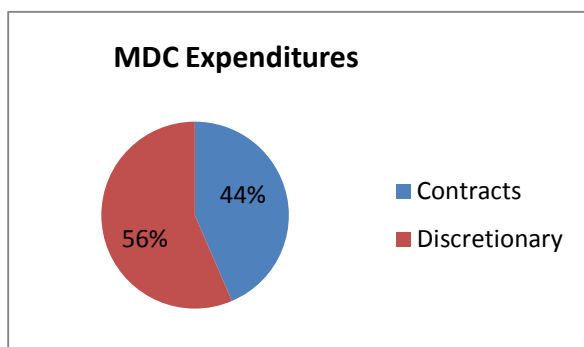
The mission of the Missouri Department of Conservation (MDC) is to protect and manage the fish, forest and wildlife resources of the state; to serve the public and facilitate participation in resource management activities; and to provide opportunity for all citizens to use, enjoy and learn about fish, forest and wildlife resources. MDC houses the following divisions or groups:

- Administration Services
- Design and Development
- Fisheries
- Forestry
- Human Resources
- Outreach and Education
- Private Land Services
- Protection
- Resource Science
- Wildlife

In order to carry out their mission the department uses a decentralized purchasing system throughout their 10 divisions. During Fiscal Year 2010 the following expenditures were incurred by MDC:

	MBE EXPENDITURES	WBE EXPENDITURES	NON-MBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
Department of Conservation	\$2,995,746.06	\$308,727.00	\$29,941,037.69	\$33,245,510.75	9.01%	0.93%

The graph below depicts the percentage of expenditures that are incurred through contracts that are set up by the Division of Purchases and Materials Management. The top four expenditures for MDC are shown on table 29 along with the level of M/WBE participation achieved. Table 30 shows areas where M/WBE vendors were utilized by MDC.



Through purchases in contracts that have M/WBE Participation established, MDC obtained subcontracting allocation in the following amounts:

\$ 0.00 (MBE)
\$7,917.33 (WBE)
\$7,917.33 or **.02%** of total expenditures

OBJECT CODES	MBE EXPENDITURES	WBE EXPENDITURES	Non-M/WBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
2328 Motor Fuel	-	\$2,797.12	\$3,673,298.01	\$3,673,095.13	-	0.07%
2352 Agricult/Grounds Supplies	-	-	\$2,115,689.70	\$2,115,689.70	-	-
2496 Other Business Services	\$1,200	\$11,603.10		\$2,178,624.75	0.05%	0.53%
2310 Building Repair Supplies	-	\$15,002.44	\$2,092,232.92	\$2,107,235.36	-	0.71%

Table 27

OBJECT CODES	MBE EXPENDITURES	WBE EXPENDITURES	Non-M/WBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
2700 Non Mnfrm Comp Equ Over Thres	\$855,675.51	-	\$17,195.88	\$872,871.39	98.0%	-
2583 Comp Software Maint, Lic & Subsc	\$596,930.36	-	\$288,438.41	\$885,368.77	67.42%	-
2460 Printing & Binding Services	-	\$102,015.83	\$1,042,552.27	\$1,144,568.10	-	8.91%
2454 Mailing Services	-	\$48,069.55	\$37,365.67	\$85,435.22	-	56.26%

Table 28

MDC, Design and Development Division awards construction contracts. During FY 10 the participation of M/WBE vendors stated at the time of contract award is shown on table 31:

	MBE STATED PARTICIPATION	WBE STATED PARTICIPATION	NON-MBE PARTICIPATION	TOTAL AWARDS		
					MBE %	WBE %
Department of Conservation (Construction)	\$854,095.21	\$6,160,475.41	\$7,722,903.27	\$14,737,473.89	5.79%	41.80%

Table 29 Actual payments to M/WBE vendors are not currently tracked for MDC Construction Contracts.

Workforce Diversity at the Department of Conservation

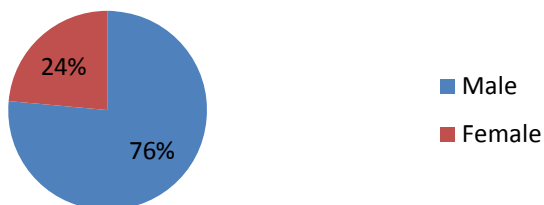
As of June 30, 2010, the workforce at the Department of Conservation (MDC) consisted of 1,379 employees.

Table 32 and Graph 11 show the composition of the workforce at MDC by race/ethnicity and gender:

Table 1		FEMALE (325 Employees)					MALE (1,054 Employees)				
Division	Total Employees	White	Black	Hispanic	Asian	Am Ind	White	Black	Hispanic	Asian	Am Ind
Administration	22	11	0	0	0	0	11	0	0	0	0
Administrative Services	120	39	1	1	0	0	74	4	1	0	0
Design and Development	142	7	1	0	0	0	123	7	0	1	3
Fisheries	159	38	0	1	1	0	116	2	0	1	0
Forestry	206	39	2	0	0	0	161	3	1	0	0
Human Resources	18	14	1	0	1	0	2	0	0	0	0
Outreach and Education	153	77	3	0	0	1	66	4	1	1	0
Private Land Services	86	19	0	0	0	0	66	1	0	0	0
Protection	195	19	1	0	0	0	168	6	0	1	0
Resource Science	90	24	3	2	0	0	59	2	0	0	0
Wildlife	188	20	1	0	0	0	164	3	0	0	0
Total Employees	1,379	307	11	2	4	1	1,010	32	4	3	3
Percentages		22.29%	0.99%	0.13%	0.26%	0.07%	73.35%	2.12%	0.26%	0.20%	0.33%

Table 30

DMC Workforce by Gender



Graph 11

Job Group	Underutilized Protected Group
102A Managers- SR	Female
202B Science Pro-Mid	Minority
302 Tech/Eng/Science	Female and Minority
402 Protective Service	Female and Minority
802B Service/Maint-Mid	Minority

Table 31

Table 33 shows job groups where underutilization was found for women and/or minorities at MDC.

Department of Agriculture

Director: Jon Hagler

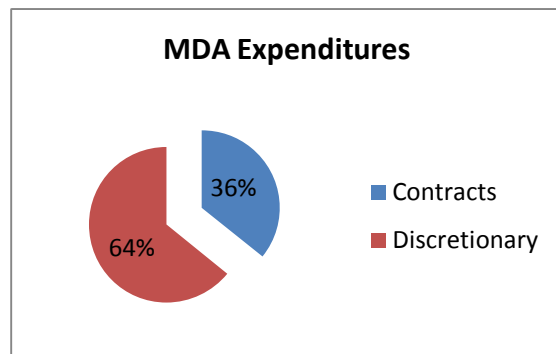
The Department of Agriculture (MDA) administers programs that protect Missouri's producers, processors, distributors and consumers of food, fuel and fiber, while marketing Missouri agricultural products in the state, nation and abroad. The department's divisions include:

- **Office of the Director**
- **Agriculture Business Development**
- **Animal Health**
- **Grain Inspection and Warehousing**
- **Plant Industries**
- **Weights and Measures**
- **Missouri State Fair**
- **State Milk Board**

MDA uses a decentralized purchasing system. Table 34 shows the expenditures that each division incurred during Fiscal Year 2010:

Division	MBE EXPENDITURES	WBE EXPENDITURES	Non-M/WBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
Office of the Director	\$4,603.02	\$2,560.54	\$64,432.70	\$71,181.26	6.47%	3.60%
Animal Health	\$62,285.22	\$6,749.07	\$696,130.20	\$765,164.49	8.14%	0.88%
Grain Inspection and Warehousing	\$5,715.49	\$796.01	\$157,774.89	\$164,286.39	3.48%	0.48%
Plant Industries	\$39,491.90	\$12,525.88	\$226,772.90	\$278,790.68	14.17%	4.49%
Weights & Measure	\$293.45	\$193.61	\$397,049.09	\$397,536.15	0.07%	0.05%
State Milk Board	\$17,356.20	\$1,604.49	\$117,612.51	\$136,573.20	12.71%	1.17%
Ag Bus Development	\$10,040.43	\$5,569.53	\$734,840.16	\$750,450.12	1.34%	0.74%
Missouri State Fair	-	\$2,912.44	\$1,074,209.17	\$1,077,121.61	-	0.27%
Subcontracting Allocation	\$33,501.00	\$23,010.98	(56,511.98)			
Total Expenditures	\$173,286.71	\$55,922.55	\$3,412,309.64	\$3,641,103.90	4.76%	1.54%

Table 32



The graph to the left depicts the percentage of expenditures that are incurred through contracts that are set up by the Division of Purchases and Materials Management. The top five expenditures for MDA are shown on table 35 along with the level of M/WBE participation achieved.

Through purchases in contracts that have M/WBE Participation established, MDA obtained subcontracting allocation in the following amounts:

\$ 33,501.00 (MBE)

\$23,010.98 (WBE)

\$56,511.98 or 1.46% of total expenditures

OBJECT CODES	MBE EXPENDITURES	WBE EXPENDITURES	Non-M/WBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
2700 Non Mainframe Computer	\$54,869.71	\$0.00	\$0.00	\$15,760.86	100.00%	0.00%
2748 Vehicles	\$34,712.40	\$0.00	\$192,254.00	\$53,966.40	64.32%	0.00%
2685 Under Threshold Computer	\$31,154.32	\$0.00	\$0.00	\$33,912.20	100.00%	0.00%
2250 Office Supplies	\$1,197.06	\$13,645.34	\$65,750.12	\$80,592.52	1.48%	16.93%
2544 Other Professional Services	\$0	\$5,416.65	\$400,925.31	\$406,341.96	-	1.33%

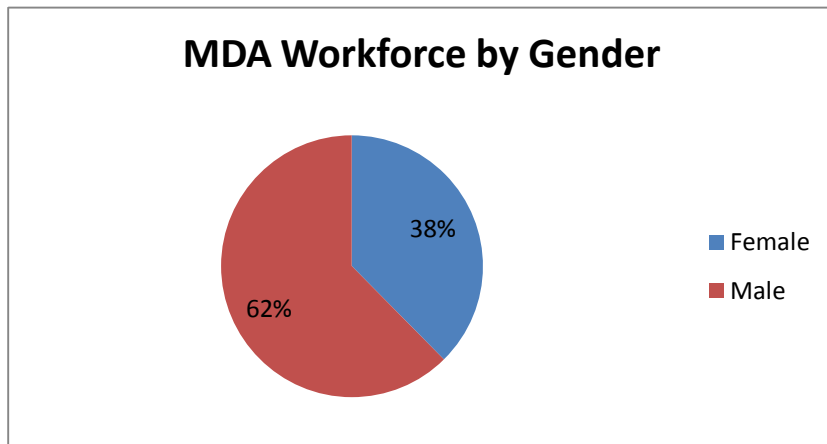
Table 33

Workforce Diversity at the Department of Agriculture

As of June 30, 2010, the workforce at the Missouri Department of Agriculture (MDA) is composed of 290 non-merit employees. Table 346 and Graph 12 show the composition of the workforce at MDA by race/ethnicity and gender.

		FEMALE (109 Employees)					MALE (181 Employees)				
Division	Total Employees	White	Black	Hispanic	Asian	Am Ind	White	Black	Hispanic	Asian	Am Ind
MASBDA ⁴	7	5	0	0	0	0	2	0	0	0	0
Office of the Director	17	11	0	0	0	0	5	1	0	0	0
Animal Health	60	30	1	0	0	0	29	0	0	0	0
Grain Inspection and Warehousing	40	10	0	0	0	0	28	2	0	0	0
Plant Industries	46	21	0	1	0	0	23	0	0	0	1
Weights & Measures	63	10	0	0	0	0	52	1	0	0	0
State Milk Board	8	7	0	0	0	0	1	0	0	0	0
Agriculture Business Development	23	5	0	0	0	0	16	0	0	2	0
Missouri State Fair	22	9	0	0	0	0	13	0	0	0	0
Wine and Grape Board	4	3	00	0	0	0	1	0	0	0	0
Total Employees	290	107	1	0	0	1	174	4	1	2	0
Percentages		36.89%	0.34%	-	-	0.34%	60.0%	1.37%	0.34%	0.68%	-

Table 34



Graph 12

During FY 10, MDA showed underutilization of females and/or minorities in the following job groups:

- 102 Officials and Managers
- 202 Professionals
- 301 Technicians
- 401 Office Administration & Clerical

MDA advertises its position at various venues, such as the Lincoln University Career Center, the website of the Office of Equal Opportunity, MDA's website and others.

MDA provides sexual harassment and diversity training to all their employees.

⁴ Missouri Agricultural and Small Business Development Authority

Department of Natural Resources

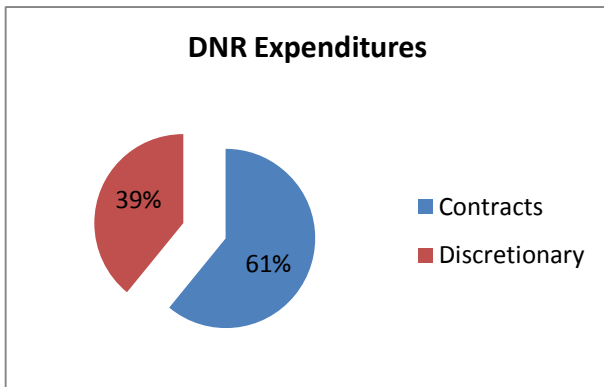
Director: Kip Stetzler

Created in 1974, the mission of the Department of Natural Resources (DNR) is to preserve, protect and enhance Missouri's natural, cultural and energy resources. The department ensures that Missourians enjoy clean air to breathe, clean water for drinking and recreation, land that sustains a diversity of life and sustainable energy choices. The agency accomplishes this work through the following divisions, groups or programs:

- Division of Environmental Quality
- Division of Geology and Land Survey
- Division of State Parks
- Field Services Division.
- Division of Administrative Support
- Missouri Energy Center
- Office of the Director
- Water Resources
- Soil and Water Waste Conservation Program
- Air Pollution Control Program
- Land Reclamation Program
- Environmental Improvement and Energy Resources Authority (EIARA)

During Fiscal Year 2010, DNR incurred the following expenses:

	MBE EXPENDITURES	WBE EXPENDITURES	NON-MBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
Department of Natural Resources	\$1,252,437.85	\$1,115,667.50	\$16,615,815.08	\$18,983,920.43	6.60%	5.88%



The graph to the left depicts the percentage of expenditures that are incurred through contracts that are set up by the Division of Purchases and Materials Management. The top five expenditures for DNR are shown on table 37 along with the level of M/WBE participation achieved.

Through purchases in contracts that have M/WBE Participation established, DNR obtained subcontracting allocation in the following amounts:

\$ 842,739.43 (MBE)

\$358,327.87 (WBE)

\$1,201,067.30 or 6.32% of total expenditures

OBJECT CODES	MBE EXPENDITURES	WBE EXPENDITURES	Non-M/WBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
2544 Other Professional Services	\$333,713.85	-	\$10,224,674.21	\$10,588,388.06	3.15%	-
2541 Info Technology Consult & Services	\$22,576.16	\$541,636.71	\$506,520.63	\$1,070,733.50	2.10%	5.11%
2328 Motor Fuel	-	\$1,262.38	\$934,567.14	\$935,829.52	-	0.13%
2304 Resale Merchandise	\$2,294.46	-	\$547,431.52	\$549,725.98	0.41%	-
2250 Office Supplies	\$3,813.92	\$58,641.30	\$357,503.24	\$419,958.46	0.90%	19.12%

Table 35

There are several reasons the department has not met the M/WBE participation goals. State purchasing guidelines dictate awards of contracts to the lowest and best bidder for all purchases greater than \$3,000, which is often not an M/WBE vendor. In addition, M/WBE vendors cannot be found for purchases for environmental commodities and services such as environmental site assessments, well replacements, storage tank testing services, and ecological and environmental consulting or for maintenance and repair purchases, primarily state park related which are made locally.

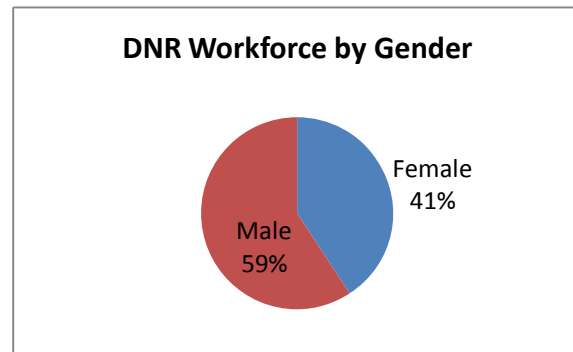
Workforce Diversity at the Department of Natural Resources

As of June 30, 2010, the workforce at the Department of Natural Resources (DNR) consisted of 1,941 employees. Table 38 and Graph 13 show the composition of DNR's workforce by race/ethnicity and gender.

		FEMALE (791 Employees)					MALE (1,150 Employees)				
Department	Total Employees	White	Black	Hispanic	Asian	Am Ind	White	Black	Hispanic	Asian	Am Ind
Natural Resources	1941	749	27	5	7	2	1,102	29	6	12	1
Percentages		38.59%	1.39%	0.26%	0.36%	0.10%	56.77%	1.49%	0.31%	0.62%	0.05%

Table 36

A review of the department's workforce found underutilization of women and/or minorities on the following job groups:



Graph 13

103 Managers/Specialized Training
 104 Other Managers
 202 Auditors and Accountants
 204 Other Professionals
 209 Natural Scientists
 210 Historical Preservationists
 211 Parks Administrators
 302 Engineering/Science
 303 Other Technicians
 601 Clerical Support/Keyboard
 602 Clerical Support/Non Keyboard
 701 Skilled Craft Workers
 802 Cleaning and Building Service
 804 Laborers
 805 Other Service Workers

DNR is a state Merit System agency. As such, the majority of applicants must be certified by the Office of Administration as eligible for positions and placed on certificates of eligibility called registers before they can be

hired in classified positions. Individuals on these registers are ranked according to the Office of Administration's specifications. While these specifications are designed to be equitable, protected group members have, historically, ranked lower than majority members. This makes the availability of protected group members less than what might be available in the labor market. Additionally, the State of Missouri has experienced severe budget deficiencies and the department is not immune to these difficulties. DNR has had limited resources that it could use to increase applicant pools of various underutilized positions, thus making the supply of protected group members lower and limiting the ability to reach these potential applicants.

In spite of these challenges, DNR has been able to:

- Re-energized its outreach efforts, and has participated in various outreach programs which satisfied outreach and recruitment efforts for the following groups: minority and female college students, disabled constituents and constituents of lower economic status, and veterans.
- Use collaborative efforts with other entities to identify statewide diversity recruitment challenges and develop better solutions to reach out to members of protected groups.
- Ensure that all DNR employees receive training, particularly workplace awareness (Cultural and Workforce Diversity, Sexual Harassment) training. DNR will continue to research opportunities where employees can benefit from training.
- Establish special programs to help DNR employees and the constituents of the State of Missouri.
 - The **Employee Advisory Council** (EAC) was created to foster and enhance a positive and supportive work environment among all department employees.
 - The **Multicultural Affairs Committee** (MAC) strives to create an environment in the department so employees can understand, appreciate and respect each other's cultural differences. This committee keeps the department leadership abreast of cultural diversity issues and assists in the development of progressive and workable policies.
 - The **Environmental Justice Group** (EJ Group) is the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies.

Department of Elementary and Secondary Education

Commissioner: Chris L Nicastro

The Department of Elementary and Secondary Education (DESE) is the administrative arm of the State Board of Education. It is primarily a service that works with educators, legislators, government agencies and citizens to maintain a strong public education system. Through its statewide school-improvement initiatives and regulatory functions, the Department strives to assure that all citizens have access to high quality public education.

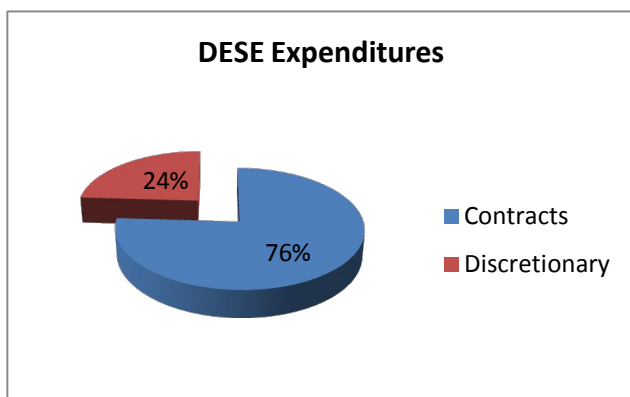
The Department's duties range from early childhood to adult education services. DESE carries out the above mentioned duties through seven different divisions which include:

- Administration
- Division of Career Education
- Division of School Improvement
- Division of Special Education
- Division of Teacher Quality and Urban Education
- Division of Vocational Rehabilitation

DESE utilizes a hybrid of centralized and decentralized purchasing system. Table 39 shows the expenditures incurred by DESE during Fiscal Year 2010:

	MBE EXPENDITURES	WBE EXPENDITURES	NON-MBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
DESE	\$283,434.33	\$3,233,028.29	\$37,975,193.99	\$41,491,656.61	0.68%	7.79%

Table 37



The graph to the left depicts the percentage of expenditures that are incurred through contracts that are set up by the Division of Purchases and Materials Management. The top five expenditures for DESE are shown on table 40 along with the level of M/WBE participation achieved.

Through purchases in contracts that have M/WBE Participation established, DESE obtained subcontracting allocation in the following amounts:

MBE: \$25,241.71

WBE: \$12,888.36

Total: **\$38,130.07 or 0.09%** of the department's total expenditures.

OBJECT CODES	MBE EXPENDITURES	WBE EXPENDITURES	Non-M/WBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE%
2520 Educational Services	\$4,200.00	\$2,630,592.32	\$12,441,541.51	\$15,076,333.83	0.02%	21.63%
2544 Other Professional Services	\$708.25	\$4,318.75	\$13,848,665.88	\$13,853,692.88	0.00%	0.03%
2514 Program Consult Services	-	\$103,696.00	\$6,407,700.21	\$6,511,396.21	0.00%	1.59%
2991 Agency Provided Food	-	-	\$809,950.04	\$809,950.04	0.00%	0.00%
2250 Office Supplies	\$14,766.28	\$121,836.80	\$498,307.99	\$634,911.07	12.31%	1.10%

Table 38

Workforce Diversity at the Department of Elementary and Secondary Education

As of June 30, 2010, the workforce at the Department of Elementary and Secondary Education (DESE) consisted of 1,827 employees. DESE houses the following divisions and groups:

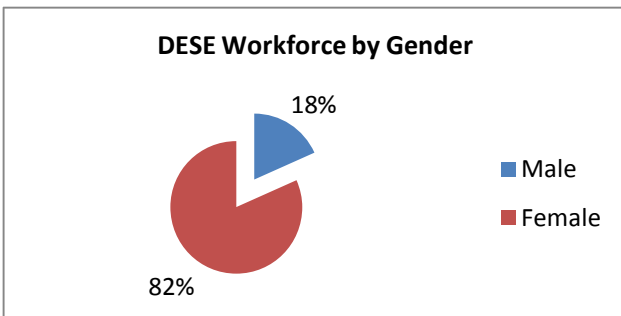
- **Administration**
- **Division of Career Education**
- **Division of School Improvement**
- **Division of Special Education**
- **Division of Teacher Quality and Urban Education**
- **Division of Vocational Rehabilitation**

Table 41 and Graph 14 show the composition of the workforce at DED by race/ethnicity and gender. Table __ shows the job groups where utilization was identified:

		FEMALE (1,493 Employees)					MALE (334 Employees)				
Department	Total Employees	White	Black	Hispanic	Asian	Am Ind	White	Black	Hispanic	Asian	Am Ind
Total Employees	1,827	1,303	168	10	9	3	285	41	3	5	0
Percentages		71.32%	9.20%	0.55%	0.49%	0.16%	15.60%	2.24%	0.16%	0.27%	0.00%

Table 39

A review of the department's workforce found underutilization of women and/or minorities on the following job groups:



Graph 14

105 Administrative Professionals
401 Clerical Supervisor Keyboard (Rural)
402 Clerical Supervisor Non Keyboard (Rural)

DESE's recruiting practices include recruiting online through employment websites and advertising in local newspapers. Submitting a personnel requisition form to Human Resources begins the process to fill a vacant position.

A vacancy notice is then generated and posted on DESE's website, advertised in local newspapers, and other

employment websites to attract the best possible candidates. The State of Missouri and DESE are experiencing budget constraints that limit our recruiting resources. DESE is always evaluating new opportunities for recruitment purposes, especially if there is a cost saving advantage.

DESE offers several training seminars which include sexual harassment, service excellence, and Time management. These classes are offered in a webinar style format on DESE's intranet. This makes the trainings more accessible to employees, allowing them to view the webinars according to their schedule.

Special Efforts for 2010-2011:

Continue to list positions with Missouri Works in order to give all applicants an equal opportunity to apply for vacant positions;

Explore diversity training opportunities while continue to work with the Training and Development Division at the Office of Administration;

Continue to monitor the Department's selection processes to ensure that hiring practices are fair and free of adverse impact to women and minorities;

Identify additional venues for advertising including our Division of Vocational Rehabilitation with vacancy notices to be sent directly to clients with disabilities.

Make the Diversity Plan training available on DESE's intranet in webinar form.

Department of Social Services

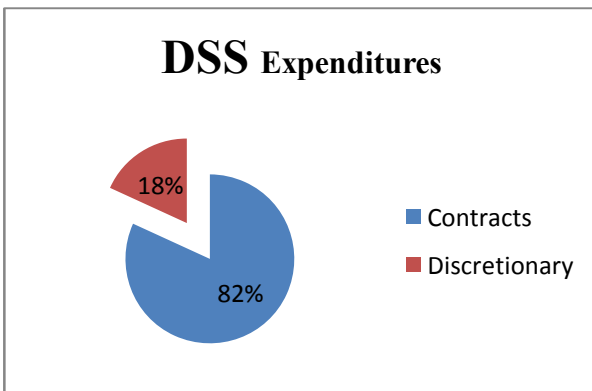
Director: Ronald J. Levy

The Missouri Department of Social Services (DSS) core functions include child protection and permanency, access to quality health care, youth rehabilitation, and maintaining and strengthening families. DSS accomplishes these functions through the following divisions:

- Office of the Director
- Children's Division
- Family Support Division
- MO Health Net Division
- Division of Youth Services
- Division of Finance and Administration
- Division of Legal Services

This "umbrella" structure combines the efforts of related agencies and promotes a cooperative approach toward delivering social programs to Missourians in need. During Fiscal Year 2010, DSS incurred the following expenditures:

	MBE EXPENDITURES	WBE EXPENDITURES	NON-MBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
Department of Social Services	\$3,975,030.26	\$2,636,559.60	\$143,241,322.95	\$149,852,912.81	2.65%	1.76%



Graph 15

Graph 15 depicts the percentage of expenditures that are incurred through contracts that are set up by the Division of Purchases and Materials Management.

The top five expenditures for DSS are shown on table 42 along with the level of M/WBE participation achieved. Table 43 shows areas where M/WBE vendors were utilized by DSS.

Through purchases in contracts that have M/WBE Participation established, DSS obtained subcontracting allocation in the following amounts:

MBE: \$1,794,710.75

WBE: \$ 941,309.25

Total: \$ 2,736,020.00 or 1.82% of the department's total expenditures

OBJECT CODES	MBE EXPENDITURES	WBE EXPENDITURES	Non-M/WBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
2544 Other Professional Services	\$17,821.70	\$256,676.86	\$78,645,907.43	\$78,920,405.99	0.02%	0.32%
2451 Other Health Services	-	-	\$28,609,602.12	\$28,609,602.12	0.00%	0.00%
2514 Program Consultant Services	-	\$92,628.42	\$16,317,453.16	\$16,410,081.58	0.00%	0.56%
2433 Medical & Dental Services	-	\$1,446.53	\$6,441,069.84	\$6,442,516.37	0.00%	0.02%
2541 Info Technology Consult & Svcs	\$1,725,238.85	-	\$4,233,889.69	\$5,959,128.54	28.95%	0.00%

Table 40

OBJECT CODES	MBE EXPENDITURES	WBE EXPENDITURES	Non-M/WBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
2250 Office Supplies	\$243,822.36	\$86,075.10	\$1,549,728.14	\$1,879,625.60	12.92%	4.57%
2355 Education Supplies	\$27,965.21	\$316.96	\$378,331.30	\$406,613.30	6.87%	0.07%
2427 Laboratory Services	-	\$1,203,785.80	\$573.00	\$1,206,714.69	-	99.75%

Table 41

DSS is committed to purchasing goods and services from a diverse pool of vendors/contractors. The director of the division of finance and administrative services is the liaison for the department to the Contract Compliance Council. The liaison holds periodic meetings with the fiscal managers as M/WBE reports are available to evaluate the progress of DSS and propose policy and procedural changes that are necessary to comply with Executive Order 05-30. M/WBE vendors can participate as prime contractors or subcontract work through other contractors. As the pool of minority and women

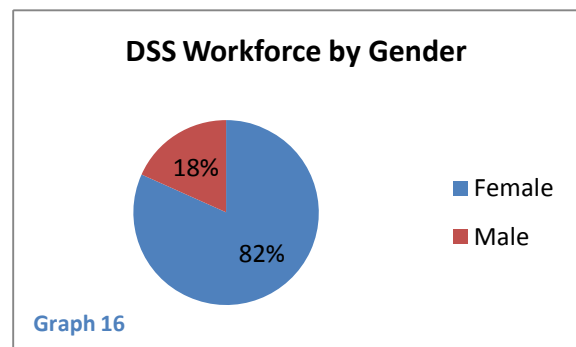
vendors expands, the department will continue to make every attempt to increase the percentage of goods and services purchased from these emerging resources.

Workforce Diversity at the Department of Social Services

As of June 30, 2010, the workforce at the Department of Social Services (DSS) consisted of 7,761 employees. Table 44 and Graph 16 show the composition of the workforce at DSS by race/ethnicity and gender:

		FEMALE (6,340 Employees)					MALE (1,421 Employees)				
Department of Social Services	Total Employees	White	Black	Hispanic	Asian	Am Ind	White	Black	Hispanic	Asian	Am Ind
Total Employees	7,761	5,153	1,083	62	21	21	1,120	278	10	7	6
Percentages		66.40%	13.95%	0.80%	0.27%	0.27%	14.43%	3.58%	0.13%	0.09%	0.08%

Table 42



A review of the department's workforce found underutilization of women and/or minorities on the following job groups:

101 Officials/Administrators	102 Managers/Administrators
103 Managers/Specialized Training	104 Other Managers
201 Social Service Workers	202 Auditors and Accountants
204 Other Professionals	206 Teachers/Counselors
216 Purchasing Agents/Buyers	303 Other Technicians
501 Paraprofessionals	802 Cleaning and Building Service

DSS's mission is to foster cultural harmony, opportunity and productivity among employees who are diverse in age, sex, race, religion, physical ability and other areas. In order to actualize their mission, DESE considers it essential to utilize the diverse demographics of our state, by maintaining a firm commitment to the principles of Equal Employment Opportunity. The department's recruitment efforts will provide outreach to potential applicants from all walks of life and will increase the diversity of the pool of labor from which employees are selected.

During FY 10, DSS participated in several recruitment events, many of which targeted attendance by a diverse population of potential applicants. Application materials were disseminated to potential applicants and representatives from the department were present at various annual events and locations to assist the public in applying for vacant positions.

The department continues to provide internet links to DSS's employment information on the DSS and State of Missouri homepages. Due to budget constraints, recruitment efforts have been reduced. The human resource center, divisional human resource offices and management staff in the hiring location share recruitment responsibilities.

The Office of Civil Rights (OCR) exists within DSS and is part of the Human Resource Center. OCR is responsible for working with the divisions to ensure the department's compliance with various state and federal civil rights related laws. It is also responsible for responding to external charges of unlawful discrimination filed against the department as well as investigating those complaints filed internally by employees. OCR investigates employee and client complaints of unlawful discrimination and works with the divisions to provide technical remedial action. OCR maintains a Diversity Calendar on the DSS website; this calendar is updated monthly with information regarding state-wide culturally diverse events.

DSS conveys its commitment to a workplace free of harassing or discriminatory practices in part by providing departmental staff with ongoing civil rights training. In FY 10, civil rights training was conducted by the Human Resource Center in various locations throughout the state. Civil rights training is currently developed and presented by the Human Resource Center through consultation with the OCR. The training modules are designed to educate and focus employees on the department's non-discrimination commitment and objectives.

Department of Health and Senior Services

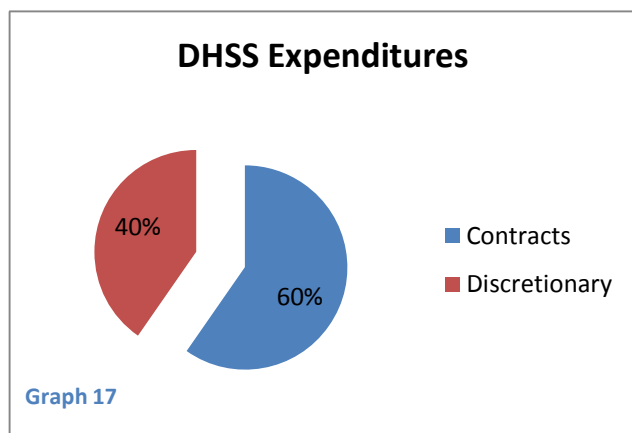
Director: Margaret T. Donnelly

The Department of Health and Senior Services (DHSS) serves the citizens of Missouri by working to improve the health and quality of life for Missourians all ages. DHSS carries out the above mentioned duties through the following divisions:

- *Office of the Director*
- *Division of Administration*
- *Division of Community and Public Health*
- *Division of Regulation and Licensure*
- *Division of Senior and Disability Services*
- *Center for Emergency Response and Terrorism*
- *State Public Health Laboratory*
- *Office of Minority Health*
- *Missouri Health Facilities Review Committee (MHFRC)*

DHSS utilizes a centralized purchasing system. The following table shows the expenditures that DHSS incurred during fiscal year 2010:

	MBE EXPENDITURES	WBE EXPENDITURES	NON-MBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
Department of Health and Senior Services	\$1,004,757.13	\$284,758.81	\$9,521,244.62	\$10,810,760.56	9.29%	2.63%



Graph 17 depicts the percentage of expenditures that are incurred through contracts that are set up by the Division of Purchases and Materials Management.

The top five expenditures for DHSS are shown on table 45 along with the level of M/WBE participation achieved.

Through purchases in contracts that have M/WBE Participation established, DHSS obtained subcontracting allocation in the following amounts:

MBE: \$123,777.68

WBE: \$ 72,004.33

Total: **\$195,782.01** or 1.81 % of the department's total expenditures.

OBJECT CODES	MBE EXPENDITURES	WBE EXPENDITURES	Non-M/WBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
2466 Advertising Services	\$5,100.00	-	\$2,245,591.99	\$2,250,691.99	0.22%	0.00%
2541 Info Technology Consult & Serv	\$318,235.10	-	\$618,346.84	\$936,581.94	33.97%	0.00%
2250 Office Supplies	\$209,819.74	\$28,792.39	\$539,188.50	\$777,800.63	26.97%	3.70%
2289 Pharmaceutical Drugs	\$35,476.28	-	\$435,227.71	\$470,703.99	7.53%	0.00%
2595 Lab & Medical Equip R&M	-	\$1,764.61	\$458,603.96	\$460,368.57	0.00%	0.38%

Table 43

DHSS performed an internal analysis of its FY 10 expenditures and the results revealed that many of the goods and services procured by DHSS are made through competitive bid or the single feasible source process. DHSS has experienced difficulty finding MBE/WBE certified vendors that provide specialized health-related goods and services; such as ventilators needed in case of an H1N1 outbreak among others. The object codes with the highest level of expenditures include:

2280 – Laboratory Supplies

2433—Medical and Dental Supplies

2451—Other Health Services

2739—Medical and Dental Equipment

DHSS and the Office of Equal Opportunity are collaborating to find M/WBE vendors that can provide health related goods and services and assist DHSS in reaching the goals established by Executive Order 05-30.

Workforce Diversity at the Department of Health and Senior Services

The Missouri Department of Health and Senior Services (DHSS) employed 1,633 full time employees statewide as of June 30, 2010 in the following divisions:

- *Office of the Director*
- *Division of Administration*
- *Division of Community and Public Health*
- *Division of Regulation and Licensure*
- *Division of Senior and Disability Service*
- *Center for Emergency Response and Terrorism*
- *State Public Health Laboratory*
- *Office of Minority Health*
- *Missouri Health Facilities Review Committee (MHFRC)*

Table 46 and Graph 18 show the composition of the workforce by race/ethnicity and gender:

		FEMALE (1,305 Employees)					MALE (328 Employees)				
<i>Department of Health and Senior Services</i>	Total Employees	White	Black	Hispanic	Asian	Am Ind	White	Black	Hispanic	Asian	Am Ind
Total	1,633	1,150	131	8	10	6	312	30	2	8	2
Employees Percentages		70.4%	8.0%	0.48%	0.61%	0.36%	19.10%	1.83%	0.12%	0.48%	0.12%

Table 44

DHSS strives to reach its goals through fair hiring practices by employing affirmative action principles. Affirmative action represents a desire and commitment from the Department to attract and maintain a diverse workforce capable of delivering services and representing citizens in a diverse population. The department conducted an under-utilization of six (6) areas that make up the State of Missouri for DHSS. The under-utilization calculation method used for this plan was the "Any Difference/Whole Person Rule". The following job groups show underutilization of female and/or minorities in all six regions:

- ✓ 103 Managers Specialized Training
- ✓ 104 Other Managers
- ✓ 201 Social Sciences

The following job groups show underutilization in the Eastern, Northwest, Northeast, Southwest and Central regions:

- ✓ 208 Management Analyst Personnel

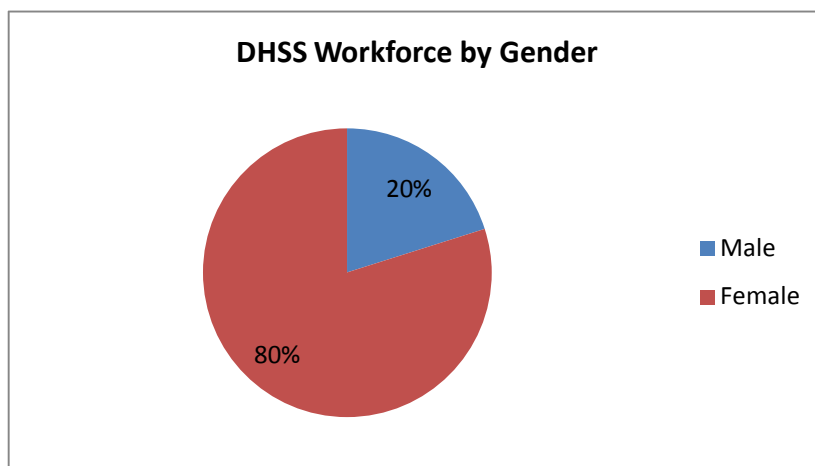
The following job groups show underutilization in the Eastern, Northwest, Central and Northeast regions:

- ✓ 601 Clerical Support Keyboard

The following job groups show underutilization in the Eastern and Northwest regions:

- ✓ 102 Managers/Administrators

Due to budget constraints, recruitment has become a shared responsibility between the Office of Human Resources and the units that are hiring. Job openings are listed on the department's website and professional Internet sites such as the National Adult Protection Association and the American Society on Aging. These associations also provide a connection to other related job boards which help to expand the number of people who could be reached with job information.



Graph 18

- ✓ 202 Auditors and Accountants
- ✓ 204 Other Professionals
- ✓ 205 Medical Health Related

- ✓ 209 Natural Scientists

- ✓ 602 Clerical Support Non-Keyboard

- ✓ 216 Purchasing Agents/Buyers

Department of Corrections

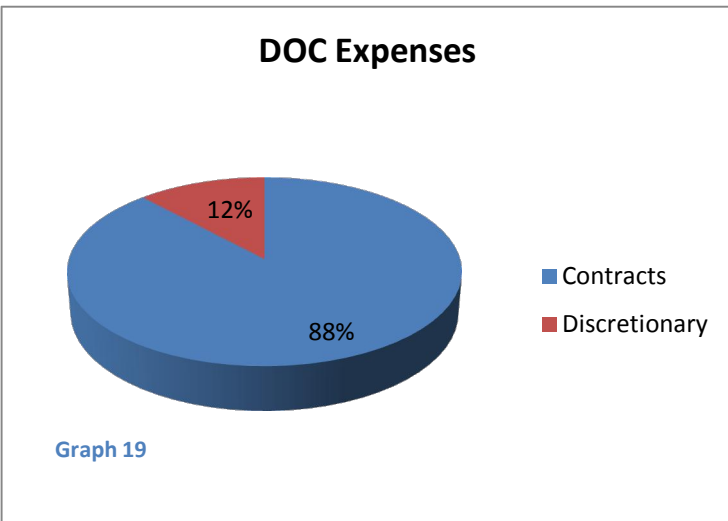
Director: George A. Lombardi

The Department of Corrections (DOC) supervises convicted felons and misdemeanants. Organized as a separate department of state government by an act of the legislature in 1981 and reorganized July 1, 1993, it is comprised of four divisions:

- Office of the Director
- Division of Human Services
- Division of Adult Institutions
- Division of Offender Rehabilitative Services
- Division of Probation and Parole

DOC has a hybrid of centralized and decentralized purchasing systems within their department. An analysis of the department's expenditures reveals the following expenses incurred during fiscal year 09:

	MBE EXPENDITURES	WBE EXPENDITURES	NON-MBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
Department of Corrections	\$6,737,973.46	\$2,230,999.65	\$193,726,913.48	\$202,695,886.59	3.32%	1.10%



Graph 19 depicts the percentage of expenditures that are incurred through contracts that are set up by the Division of Purchases and Materials Management.

The top five expenditures for DOC are shown on table 47 along with the level of M/WBE participation achieved.

Through purchases in contracts that have M/WBE Participation established, DOC obtained subcontracting allocation in the following amounts:

MBE: \$6,197,601.51

WBE: \$1,909,965.50

Total: **\$8,107,567.01** or 3.99% of the department's total expenditures.

OBJECT CODES	MBE EXPENDITURES	WBE EXPENDITURES	Non-M/WBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
2433 Medical and Dental Services	-	-	\$128,075,423.77	\$128,075,423.77	17.02%	0.00%
2337 Food & Dietary Supplies	-	-	\$25,338,911.67	\$25,338,911.67	0.00%	0.00%
2544 Other Professional Services	\$858.00	\$7,103.66	\$17,351,574.41	\$17,358,678.07	0.00%	0.04%
2298 Manufacturing Supplies	\$57,797.79	\$146.53	\$12,557,958.80	\$12,615,903.12	0.00%	0.45%
2373 Other Specific Use Supplies	\$20,337.43	\$18,586.94	\$1,682,740.49	\$1,721,664.86	1.18%	1.07%

Table 45

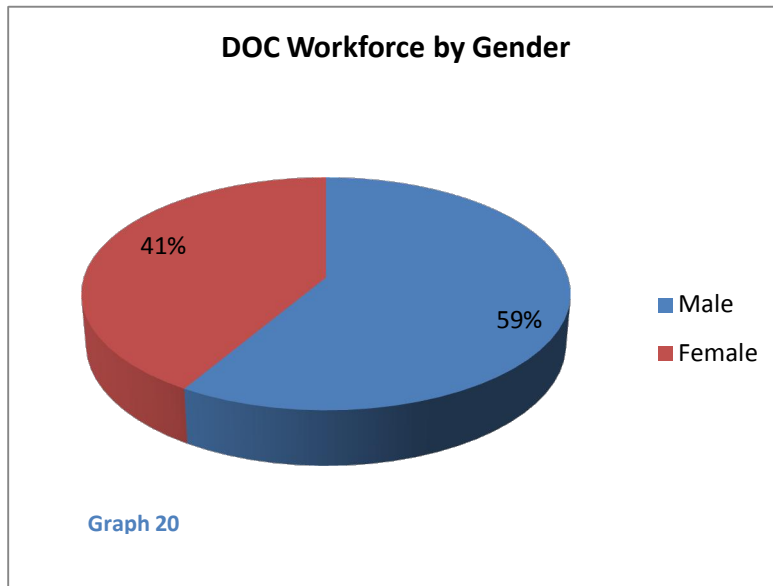
- DOC will continue to analyze spending practices at the end of each fiscal year to ensure M/WBE vendors are considered during the purchasing process.
- DOC will continue to consider M/WBE vendors as priority vendors when purchasing products.
- DOC will ensure purchasing authorities are educated on M/WBE utilization process.

Workforce Diversity at the Department of Corrections

As of June 30, 2010, the workforce at the Department of Corrections (DOC) consisted of 11,070 employees. Table 48 and Graph 20 show the composition of the workforce at DOC by race/ethnicity and gender:

FEMALE (4,664 Employees)							MALE (6,604 Employees)				
Department of Corrections	Total Employees	White	Black	Hispanic	Asian	Am Ind	White	Black	Hispanic	Asian	Am Ind
Total Employees	11,070 ⁵	4,102	371	36	14	8	6,136	302	46	25	18
Percentages		37.42%	3.43%	0.33%	0.14%	0.07%	54.93%	2.84%	0.43%	0.22%	0.18%

Table 46



DOC gathered information from the 2000 census and compared it to its current workforce; the results showed underutilization in the following job groups:

- 102 Management & Administrators (minorities)
- 201 Social Services (minorities)
- 204 Other Professionals (Female and minorities)
- 206 Teachers (minorities)
- 208 Management Analysts Personnel (Female)
- 303 Other Technicians (Minorities)
- 402 Corrections Officer (Minorities)
- 501 Paraprofessionals (Female and minorities)
- 601 Clerical Support Keyboarding (Minorities)
- 701 Skilled Craft Workers (Female)
- 801 Food Preparation Services (Minorities)
- 802 Cleaning & Bldg Srv (Female and minorities)

DOC has prepared action items to address this underutilization, always keeping in mind that the selection of employees shall be made in accordance with procedures established through the State Merit System and in compliance with state statutes to ensure selections are made on an equitable basis.

- ✓ Encourage participation in mentoring programs
- ✓ Create retention committees at worksites
- ✓ Organize and advertise cultural celebrations within the department
- ✓ Increase Compliance with exit interview process
- ✓ Develop essential functions for each position classification
- ✓ Participate in recruitment activities focused on recruitment of applicants designated in underutilized categories

DOC will continue to recruit and attempt to hire minorities and females. Statewide availability and geographical demographics in areas where department worksites are located appear to present an ongoing challenge in their pursuits.

⁵ 12 employees are unknown (6 females and 6 males)

Department of Transportation

Director: Pete Rahn

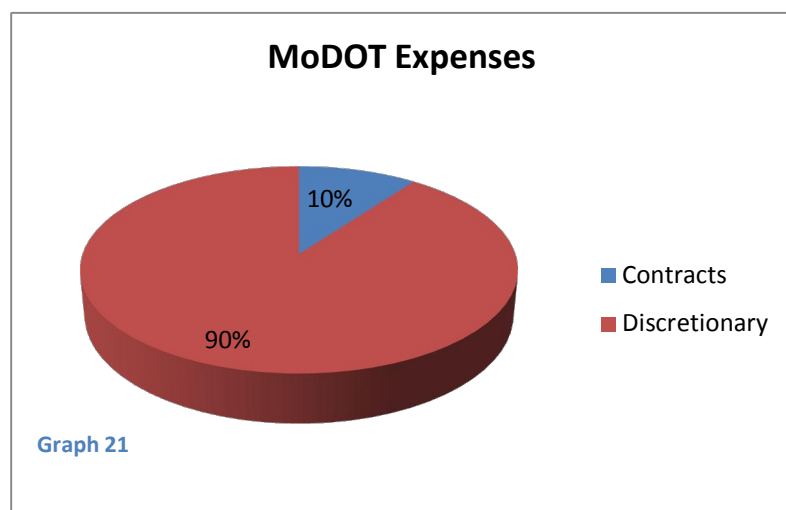
The Missouri Department of Transportation (MoDOT), under the guidance of the Missouri Highways and Transportation Commission, is committed to providing the public with a safe and modern transportation system. MoDOT is responsible for maintaining 32,800 miles of highways and 10,224 bridges throughout the state.

In addition to designing, building and maintaining roads and bridges, MoDOT works to improve airports, river ports, railroads, public transit systems and pedestrian and bicycle travel. The agency also administers motor carrier and highway safety programs. MoDOT has ten districts statewide, a Central Office in Jefferson City, which houses the following division:

- Director
- Audits & Investigations
- Bridge
- Chief Counsel
- Commission Secretary
- Community Relations
- Controller
- Design
- Employee Benefits
- General Services
- Governmental Relations
- Highway Safety
- Human Resources
- Information Systems
- Maintenance
- Motor Carrier Services
- Multimodal Operations
- Organizational Results
- Resource Management
- Right of Way
- Risk Management
- Traffic
- Transportation Planning
- Equal Opportunity & Diversity

During Fiscal Year 2010 MoDOT incurred the following expenditures:

Department	MBE EXPENDITURES	WBE EXPENDITURES	Non-M/WBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
Transportation	\$19,117,806.03	\$5,175,747.23	\$288,494,328.54	\$312,787,881.80	6.11%	1.65%



Graph 21 depicts the percentage of expenditures that are incurred through contracts that are set up by the Division of Purchases and Materials Management.

The top five expenditures for MoDOT are shown on table 49 along with the level of M/WBE participation achieved.

Through purchases in contracts that have M/WBE Participation established, MoDOT obtained subcontracting allocation in the following amounts:

MBE: \$245,464.96

WBE: \$ 13,443.98

Total: **\$258,908.94** or .08% of the department's total expenditures.

OBJECT CODES	MBE EXPENDITURES	WBE EXPENDITURES	Non-M/WBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
2331 Other Repair and Maint Supp	\$14,275.04	\$350,472.61	\$108,652,236.47	\$109,016,984.12	0.01%	0.32%
2544 Other Professional Services	\$188,314.45	\$2,516,652.81	\$55,634,603.96	\$58,339,571.22	0.32%	4.31%
2328 Motor Fuel	-	\$763.72	\$24,070,071.94	\$24,070,835.66	0.00%	0.00%
2748 Vehicles	-	-	\$16,622,940.61	\$16,622,940.61	0.00%	0.00%
2325 Vehicle Repair Supplies	\$6,074.89	-	\$34,453,941.05	10,389,944.00	0.00%	0.00%

Table 47

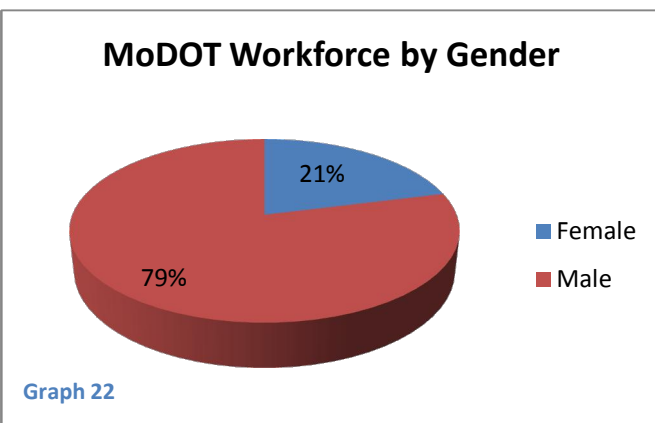
Workforce Diversity at the Missouri Department of Transportation

As of June 30, 2009, the workforce at the Missouri Department of Transportation (MoDOT) consisted of 6,141 employees. Table 50 and Graph 22 show the composition of the workforce at MoDOT by race/ethnicity and gender.

		FEMALE (1,294 Employees)						MALE (4,847 Employees)					
Division		White	Black	Hispanic	Asian	Am Ind	Two +	White	Black	Hispanic	Asian	Am Ind	Two+
Central Office	1056	435	32	4	6	2	3	537	18	5	6	4	1
District 1	403	46	2	1	0	0	4	332	3	4	0	6	1
District 2	409	45	1	0	0	0	1	353	6	1	0	1	1
District 3	383	68	0	0	0	1	0	298	12	0	0	4	0
District 4	719	112	26	4	3	3	2	472	72	9	3	9	1
District 5	504	64	4	0	0	0	0	411	9	7	1	7	1
District 6	831	127	20	1	5	0	0	575	86	8	2	6	1
District 7	418	57	0	0	0	3	3	319	4	6	1	16	2
District 8	481	66	1	1	0	6	0	389	5	4	1	7	1
District 9	439	62	0	1	0	3	0	339	2	3	2	24	1
District 10	498	63	6	0	0	0	0	394	30	1	1	3	0
Total	6,141	1,145	92	12	14	18	13	4,419	247	48	17	87	29
Employees													
Percentages		18.64%	1.49%	0.19%	0.22%	.29%	0.21%	71.95%	4.02%	0.78%	0.27%	1.41%	0.47%

Table 48

In analyzing their workforce MoDOT found the following problem areas:



Graph 22

- ✓ Department underutilization of females in 18% of the total job groups
- ✓ Department underutilization of minorities in 27% of the total job groups
- The underutilization of these protected groups was found in the following job groups:
 - ✓ 102 Managers (Minority)
 - ✓ 104 Other Managers (Female)
 - ✓ 701 Skilled Crafts (Female & Minority)
 - ✓ Service and Maintenance (Minority)

MoDOT has created an action plan to create diversity awareness among employees:

- ✓ Coordinate quarterly Diversity Conferences to train, coach, and develop diversity and cultural competency with employees.
- ✓ Conduct monthly diversity training/workshops to expand employees' understanding of diversity
- ✓ Develop a diversity magazine to make employees aware of the diversity activities, cultures, and news throughout MoDOT.
- ✓ Coordinate various programs to celebrate diversity including: Women's Equality Day, Disability awareness, Hispanic Heritage Celebration, and Black History Celebration
- ✓ Expand programs with Jefferson City Chambers of Commerce and Jefferson City School District in order to develop a strong partnership throughout the community
- ✓ Launch affinity groups throughout MoDOT, which will include groups for Veterans, Women in Maintenance, and Minorities.

Department of Revenue

Director: Alana Barragán-Scott

The Missouri Department of Revenue (DOR) serves as the central collection agency for all state revenue. The primary duties of the department are to collect and distribute taxes, administer tax credit programs, title and register motor vehicles and boats, issue driver licenses and register and regulate motor vehicle and marine dealers.

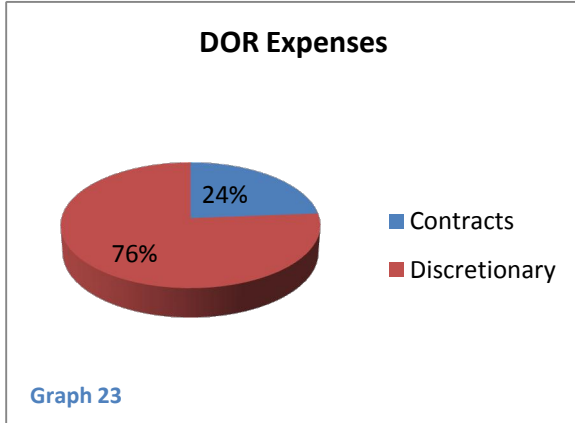
DOR carries out the above mentioned duties through the following divisions:

- **Motor Vehicle and Driver Licensing Division**
- **Taxation Division**
- **Legal Services Division**
- **Administration Division**
- **Director's Office**

DOR utilizes a centralized purchasing system. Below is the overview of the department's performance. The figures below include the expenditures for the State Tax Commission and Missouri Lottery Commission⁶. Table 51 shows the percentage of participation that each agency reached during Fiscal Year 10 with M/WBE vendors.

	MBE EXPENDITURES	WBE EXPENDITURES	NON-M/WBE EXPENDITURES	TOTAL EXPENDITURES		
					MBE %	WBE %
REVENUE	\$1,132,733.59	\$421,645.10	\$6,130,645.10	\$7,684,673.19	14.74%	5.49%
STATE TAX COMMISSION	\$14,038.85	\$3,501.89	\$64,559.92	\$82,100.66	17.10%	4.27%
MO STATE LOTTERY ⁷	\$2,397,797.48	\$1,347,750.48	\$21,837,511.65	\$25,583,059.61	9.37%	5.27%
DEPARTMENT TOTALS	\$3,544,569.92	\$1,772,897.47	\$28,032,366.07	\$33,349,833.46	10.63%	5.32%

Table 49



Graph 23

Graph 23 depicts the percentage of expenditures that are incurred through contracts that are set up by the Division of Purchases and Materials Management.

The top five expenditures for DOR are shown on table 52 along with the level of M/WBE participation achieved. Table 53 shows areas where M/WBE vendors were utilized by DOR.

Through purchases in contracts that have M/WBE Participation established, DOR obtained subcontracting allocation in the following amounts:

MBE: \$2,156,504.71

WBE: \$1,367,251.70

Total: **\$3,523,756.41⁸** or 10.56% of the department's total expenditures.

⁶ The Missouri State Lottery is assigned to the Department of Revenue as a Type III division; DOR has no supervisory authority or control over the actions or decisions of the Lottery Commission or the director of the Lottery.

⁷ In accordance with RSMo 313.255, "at least ten percent of all licenses awarded to lottery game retailers..." The Lottery has a mechanism in place where M/WBE providers self-identify. Even though the amounts gained by retailers are not identified as "payments" on our reports, the impact to our economy is beneficial. Retailer Commissions and Incentives amounted to \$60,180,474 during FY 10, if this amount would have been included in the total expenditures column for the Lottery, it would have increased the total to \$85,763,533.61 and their participation goals would have increased to 11.98% MBE and 5.79% WBE, because 7,894,312 and 3,618,928 were paid out to MBE and WBE retailers respectively.

⁸ The MO State Lottery internally tracks M/WBE participation for some of their contracts; the agency has reported participation of \$1,139,758.56 and \$1,171,251.70 of MBE and WBE subcontractors respectively during FY 10. The MO State Lottery also is a sponsor to many events that are geared towards the minority community such as the Black Expo, 100 Black Men of Metro St. Louis and events coordinated by the Puerto Rican Society, participation in these events amounted to \$157,601 during FY10.

OBJECT CODES	MBE EXPENDITURES	WBE EXPENDITURES	Non -M/WBE EXPENDITURES	TOTAL EXPENDITURES		
					MBE %	WBE %
2496 Other Business Services	-	\$1,792.69	\$8,519,315.92	\$8,521,108.61	0.00%	0.02%
2460 Printing and Binding Services	-	-	\$8,492,729.84	\$8,492,729.84	0.00%	0.00%
2475 Collection Services	-	-	\$4,798,882.26	\$4,798,882.26	0.00%	0.00%
2466 Advertising Services	\$1,284.00	-	\$1,855,891.34	\$1,856,875.34	0.06%	0.00%
2937 Other Equipment Rentals	-	-	\$1,487,127.50	\$1,487,127.50	0.00%	0.00%

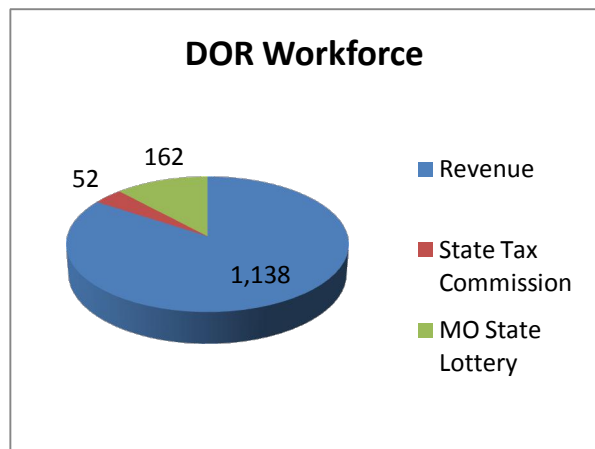
Table 50

OBJECT CODES	MBE EXPENDITURES	WBE EXPENDITURES	Non -M/WBE EXPENDITURES	TOTAL EXPENDITURES		
					MBE %	WBE %
2700 Non Mnfrm Com Equ Over Threshold	\$584,239.45	-	\$37,091.37	\$621,330.82	94.03%	0.00%
2583 Comp Software Maint, Lic & Subsc	\$186,367.45	\$479.00	\$397,645.42	\$584,491.87	19.53%	0.08%
2517 Public Relations Services	\$78,935.25	-	\$482,030.68	\$560,965.93	14.07%	0.00%
2454 Mailing Services	-	\$180,000.00	\$21,106.50	\$201,106.50	0.00%	89.50%
2301 Promotional Supplies	\$24,795.00	\$60,543.91	\$13,400.09	\$98,379.00	25.20%	61.54%

Table 51

Workforce Diversity at the Department of Revenue

The Department of Revenue's Workforce as of June 30, 2010 consisted of 1,353 employees, located in various cities in Missouri and other cities in the United States. The Department of Revenue is composed by three entities:



- Missouri Department of Revenue
- State Tax Commission
- Missouri Lottery Commission

All three entities affirmed their commitment to diversity by completing and submitting individual affirmative action reports to the Office of Equal Opportunity.

The following tables will show the composition of each entity for minorities and female employees, the underutilization on the Equal Employment Opportunity subgroups and the underutilized protected group.

Missouri Department of Revenue (DOR)

DOR is committed to recruiting, retaining, and promoting well-qualified individuals on the basis of qualifications without regard to race, color, religion, sex, national origin, disability, age, or veteran status. DOR makes a good faith effort to strengthen the number of minority applicants in the applicant pool. Representatives from Personnel Services attend career fairs at local and minority-based colleges and universities, as budget permits. DOR's workforce composition can be found on table 54.

City	# of Employees	# of Minorities	# of Females
Cape Girardeau	15	0	12
Jefferson City	935	52	741
Joplin	9	1	9
Kansas City	51	10	35
Springfield	32	2	21
St. Joseph	10	1	8
St. Louis	64	20	46
Georgia	1	0	1
Des Plaines, IL	7	2	4
Jericho, NY	11	0	4
Carrollton, TX	3	0	0

Table 52

The 2010 data was calculated using the "any difference > than one rule." Underutilization is considered insignificant if it shows less than one full time employee.

Table 55 illustrates the categories where the department was underutilized for Fiscal Year 2010. Based on the analysis conducted, fourteen Equal Employment Opportunity subgroups show underutilization throughout the eleven regions served by DOR.

EEO Subgroup	Underutilized Group	Location
204 Other Professionals	Female	Cape Girardeau
103 Managers /Specialized Training	Female/Minority	Jefferson City
602 Clerical Support / Non Keyboard	Female/Minority	Jefferson City
202 Auditors / Accountants	Female/Minority	KC, STL, St. Joseph
204 Other Professionals	Female	KC, STL
501 Paraprofessionals	Female/Minority	KC, Springfield

Table 53

As an equal opportunity employer, DOR solicits all qualified persons, using several sources of recruitment and posting venues, to advertise vacant positions. Internally, DOR encourages employees to take advantage of advancement opportunities. DOR promotes this philosophy through written administrative policies and statements, which are readily available to all management and staff.

Workforce Diversity at Missouri State Tax Commission

Missouri State Tax Commission (STC)

STC is a quasi-judicial administrative agency that performs the following functions:

1. Equalize inter-and intra-county assessments
2. Conduct de novo judicial hearings regarding valuation and classification appeals from local boards of equalization in individual assessment cases
3. Formulate and implement statewide assessment policy and procedures to comport with statutory and constitutional mandates
4. Supervise local assessing officials and local assessment programs to ensure compliance with statewide policy requirements
5. Conduct ratio studies to determine the assessment level in each county and to measure the quality of the assessment program
6. Original assessment of the distributable property of railroads and public utilities

STC oversees an assessment system which is responsible for the annual collection of property tax revenues, which serves as the financial foundation for public schools and local governmental agencies. As of June 30, 2010 STC employed 52 employees, of which 1 or 1.93% is a minority and 26 or 50% are females. Based upon the analysis conducted, the following EEO subgroups showed underutilization:

EEO Subgroup	Underutilized Group
104 Other Manager	Female
303 Other Technicians	Minority

Due to budget constraints, recruitment has become very limited and a shared responsibility between Human Resources and the hiring sections. All vacant positions are posted on our website, and in various newspapers. STC encourages advancement to current employees.

Workforce Diversity at the Missouri Lottery Commission

The core functions of the Lottery are to:

- **Recruit and license Lottery retailers**
- **Create, market and distribute Lottery Products**
- **Pay Lottery prizes and retailer commissions**
- **Collect Lottery revenues for public education**

On June 30, 2010 the Missouri Lottery Commission employed 162 employees in fourteen Equal Employment categories. 14 employees or 8.64% are minorities and 76 or 46.91% are females. On the FY 09 Workforce Diversity plan, it was noted that the Lottery was underutilized in the EEO subgroup of "Clerical Support Keyboard" (Code 601). For the period of Fiscal Year 2010, the Lottery did not have any vacancies or new hires in this EEO sub group, and was therefore unable to increase its minority percentages. The Missouri Lottery Commission will continuously strive to have a workforce that reflects the public it serves.

Department of Public Safety

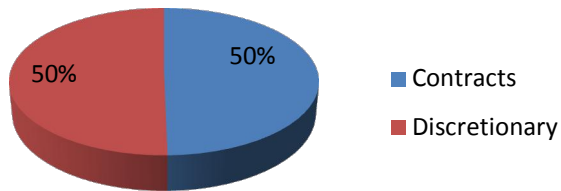
Director: John M. Britt

The Department of Public Safety (DPS) is comprised of ten divisions. DPS coordinates statewide law enforcement, criminal justice and public safety efforts to ensure a safe environment for Missourians. The department's mission is to provide a safe and secure environment for all individuals through efficient and effective law enforcement, national defense, disaster preparedness, service to veterans and education.

DPS utilizes a decentralized purchasing system; due to this fact the expenditures incurred during Fiscal Year 10 are shown by division:

	MBE EXPENDITURES	WBE EXPENDITURES	NON-M/WBE EXPENDITURES	TOTAL SPENT	MBE %	WBE %
Office of the Director	\$74,293.12	\$16,555.25	\$1,349,578.75	\$1,440,427.12	5.16%	1.15%
Division of Fire Safety	\$23,337.83	\$5,544.50	\$467,963.40	\$496,845.73	4.70%	1.12%
Office of Capitol Police	\$2,104.18	\$4,355.61	\$35,544.07	\$42,003.86	5.01%	10.37%
Division of Alcohol & Tobacco Control	\$14,188.90	\$7,521.29	\$146,370.17	\$168,080.36	8.44%	4.47%
Missouri State Water Patrol	\$0.00	\$9,244.53	\$1,574,637.90	\$1,583,882.43	0.00%	0.58%
Missouri Gaming Commission	\$229,538.38	\$6,850.06	\$466,998.76	\$703,387.20	32.63%	0.97%
Office of the Adjutant General	\$788,662.19	\$137,396.27	\$4,984,812.24	\$5,910,870.70	13.34%	2.32%
State Emergency Management Agency	\$241,840.68	\$6,828.42	\$9,025,942.29	\$9,274,611.39	2.61%	0.07%
Missouri Veterans Commission	\$80,979.93	\$142,561.79	\$20,302,201.01	\$20,525,742.73	0.39%	0.69%
Missouri State Highway Patrol	\$5,042,385.00	\$666,839.67	\$28,360,643.19	\$34,069,867.86	14.80%	1.96%
Subcontracting Allocation	\$87,073.17	\$366,175.81	(\$453,248.98)			
DEPARTMENT TOTALS	\$6,584,403.38	\$1,369,873.20	\$66,261,442.80	\$74,215,719.38	8.87%	1.85%

DPS Expenses



Graph 24

Graph 24 depicts the percentage of expenditures that are incurred through contracts that are set up by the Division of Purchases and Materials Management. The top six expenditures for DPS are shown on table ____ along with the level of M/WBE participation achieved. Table ____ shows areas where M/WBE vendors were utilized by DPS.

Through purchases in contracts that have M/WBE Participation established, DPS obtained subcontracting allocation in the following amounts:

MBE: \$ 87,073.17

WBE: \$366,175.81

Total: **\$453,248.98** or 0.61% of the department's total expenditures

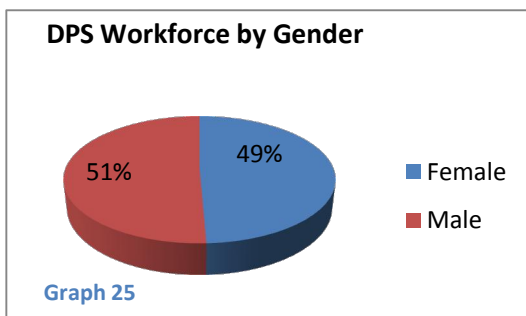
OBJECT CODES	MBE EXPENDITURES	WBE EXPENDITURES	Non -MBE EXPENDITURES	TOTAL EXPENDITURES	MBE %	WBE %
2544 Other Professional Services	\$8,568.11	\$76,501.25	\$10,844,757.51	\$10,929,826.87	0.08%	0.70%
2748 Vehicles	\$133,763.57	\$0.00	\$10,253,236.82	\$10,387,000.39	1.29%	0.00%
2289 Pharmaceutical Drugs	\$0.00	\$0.00	\$7,692,778.46	\$7,692,778.46	0.00%	0.00%
2337 Food & Dietary Supplies	\$0.00	\$0.00	\$4,422,467.52	\$4,422,467.52	0.00%	0.00%
2706 Non-Mainframe Comp Software	\$141,635.76	\$0.00	\$3,248,138.17	\$3,389,773.93	4.18%	0.00%
2583 Comp Software Maint, Lic & Subsc	\$1,350,369.31	\$13,645.33	\$1,796,908.76	\$3,160,923.40	42.72%	0.43%

Workforce Diversity at the Department of Public Safety

The Department of Public Safety's Workforce as of June 30, 2010 consisted of 4,835 employees, located in various cities in Missouri. Table 56 and graph 25 show the composition of the workforce at DMH by race/ethnicity:

		FEMALE (2,385 Employees)					MALE (2,450 Employees)				
Division	Total Employees	White	Black	Hispanic	Asian	Am Ind	White	Black	Hispanic	Asian	Am Ind
Office of the Director	64	33	3	0	0	0	25	3	0	0	0
Division of Fire Safety	67	15	0	0	0	0	51	1	0	0	0
Office of Capitol Police	31	5	0	0	0	0	24	2	0	0	0
Division of Alcohol & Tobacco Control	22	11	1	0	0	0	9	1	0	0	0
Missouri State Water Patrol	110	15	0	0	0	0	95	0	0	0	0
Missouri Gaming Commission	104	57	2	0	1	0	41	3	0	0	0
Office of the Adjutant General	356	78	1	0	0	1	252	19	2	2	1
State Emergency Management Agency	64	29	0	0	0	0	34	0	0	0	1
Missouri Veterans Commission											
Central Office	25	15	0	0	0	0	9	1	0	0	0
Administration											
Service to Veterans Program	54	16	5	0	0	0	30	2	0	1	0
Cameron Veterans Home	232	199	1	1	2	0	28	0	1	0	0
Cape Girardeau Veterans Home	174	143	10	1	0	1	17	2	0	0	0
Mexico Veterans Home	175	144	7	0	0	1	22	1	0	0	0
Mt. Vernon Veterans Home	234	192	0	7	2	3	30	0	0	0	0
St. James Veteran Home	177	152	0	1	6	0	18	0	0	0	0
St. Louis Veteran Home	343	45	230	0	0	0	20	48	0	0	0
Warrensburg Veterans Home	235	185	10	2	9	0	25	1	2	1	0
Bloomfield Veterans Cemetery	7	1	0	0	0	0	6	0	0	0	0
Ft. Leonard Wood Veterans Cemetery	6	2	0	0	0	0	4	0	0	0	0
Higginsville Veterans Cemetery	7	1	0	0	0	0	6	0	0	0	0
Jacksonville Veterans Cemetery	6	1	0	0	0	0	5	0	0	0	0
Springfield Veterans Cemetery	10	2	0	0	0	0	8	0	0	0	0
Missouri State Highway Patrol	2,332	689	40	4	3	0	1,508	52	12	7	17
Total Employees	4,835	2,030	310	16	23	6	2,267	136	17	11	19
Percentages		41.99%	6.41%	0.33%	0.48%	0.12%	46.89%	2.81%	0.35%	0.23%	0.39%

Table 54



The department of Public Safety makes efforts to recruit women and members of minority groups for job openings and for career advancement. These efforts include the following:

- ✓ The notation "an equal employment opportunity employer" appears on all job opportunity notices
- ✓ Department personnel with the responsibility and authority for selection and hiring shall be trained in the use of objective job-related standards in interviewing and selecting employees
- ✓ The Department advertises various job openings in primary media sources

- ✓ The department sends notices of job openings to numerous organizations, many of which make special efforts to make women and members of minority groups aware of job opportunities.

Through an internal analysis it is found that the following job groups are underutilizing minority and/or females. The presentation of underutilization is separated in two categories, the first table includes the underutilization found at the divisions at DPS, and the second table addresses the underutilization for the Missouri Veterans Commission only. Underutilization was not found in any of the job groups that are utilized in the cemeteries for veterans. The 2010 data was calculated using the “any difference with whole person rule.” Underutilization is considered insignificant if it represents less than one full time employee.

*Divisions used in Table 57:

1. Office of the Director
2. Division of Fire Safety
3. Office of Capitol Police
4. Division of Alcohol & Tobacco Control
5. Missouri State Water Patrol
6. Missouri Gaming Commission
7. Office of the Adjutant General
8. State Emergency Management Agency
9. Missouri State Highway Patrol

*Divisions used in Table 58:

1. Cameron Veterans Home
2. Cape Girardeau Veterans Home
3. Mexico Veterans Home
4. Mt. Vernon Veterans Home
5. St. James Veteran Home
6. St. Louis Veteran Home
7. Warrensburg Veterans Home
8. Central Office
9. Service to Veterans Program

Underutilization by Job Groups and Divisions at DPS

Job Groups	<u>1</u> *	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>
Managers/Specialized Training					Female		Female		Female
Other Managers							Female		
Other Professionals	Female and Minority				Female	Female		Minority	Female and Minority
Paraprofessionals	Female						Female		
Other Technicians					Minority	Minority	Female and Minority		Female and Minority
Protective Services		Female and Minority	Minority	Female and Minority	Female and Minority		Female and Minority		Female and Minority
Skilled Craft Workers		Female and Minority					Female		
Clerical Support/Keyboard						Minority	Minority		Minority
Clerical Support/Non-Keyboard							Minority		
Computer Professionals						Minority			
Cleaning and Building Service							Minority		Minority
Laborers							Minority		

Table 55

Job Groups	<u>1</u> *	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>
Managers/Specialized Training								Female	
Other Professionals				Female					Female
Social Workers	Minority								
Medical/Health Related			Both		Female	Female	Minority		
Health	Minority		Minority			Female			
Paraprofessionals	Minority	Minority	Minority		Minority				
Food Preparation			Minority	Minority					
Clerical Support/Non-Keyboard		Female				Female			
Cleaning and Building Service	Minority	Minority		Minority			Minority		

Table 56

Key Policy Initiatives

OEO is fully committed to encouraging the implementation of progressive workforce diversity and equal contracting opportunities within the State of Missouri for minority and women business enterprises. We serve as a resource to our vendors, elected officials, and state employees on best practices; training and measurement through our comprehensive data analysis. Since 2009, OEO has voiced and aggressively supported our main priorities:

- Obtain funding for an updated Disparity Study
- Develop progressive workforce policies and procedures
- Improve current M/WBE procurement policies

Many of our M/WBE vendors and advocates will recall these objectives because they have diligently advocated for progressive policies; Community partners such as the Coalition of Minority and Women-Owned Businesses supported our initiatives by providing testimony at budget hearings to attending events in support of Governor Nixon's FY10 recommendation to fund a statewide disparity study. Many states with progressive M/WBE programs have disparity studies completed within the previous 5 years of the program. An up-to-date disparity study sets the foundation that our elected officials and policymakers need in order to create programs inclusive of M/WBE participation.

In addition, we have heard from a number of community partners like you during our meetings around the state, discussing a diversity procurement executive order. We have received your comments, stating the problems that pertain to Executive Order 05-30, the current legislation signed by the previous administration. Here are list of issues of main issues listed below you would like to see OEO address in FY11:

- **Mandatory State Contracts.**
- **Management Involvement.**
- **Training**
- **Revision of policies and Procedures.**

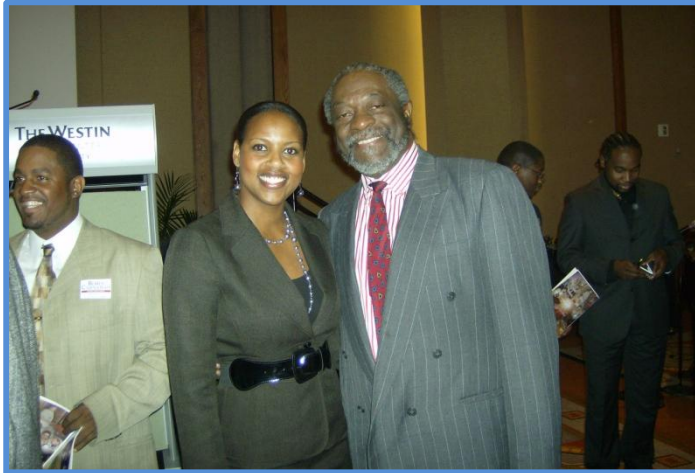
The organization should be in a position to consider new procurement policies and procedures to:

- Simplify the process for awarding contracts
- Clarify how the agency intends to encourage more minority and women business enterprises to bid for contracts.
- Encourage existing suppliers and contractors to use minority and women business enterprises.
- Identify the type of goods and services that can be obtained from minority and women business enterprises
- An evaluation of the Ease application system to see how accessible it is to minority groups and the rate of minority applicants that actually use it to apply for a job at the State of Missouri.
- The creation of an outreach and recruitment program geared towards minorities and women.
- The creation of a Management Internship Program that promotes career paths for potential minority and women managers
- Adding diversity as an issue in all executive departmental strategic plans.
- Advertising in minority driven venues such as newspapers, or large internet sites like Monster.com, Yahoo! Hotjobs, etc.

We realize that this executive order has become an impediment to M/WBE participation. OEO shares your concerns and will work toward progressive compliance programs that are essential to M/WBE participation in state contracting. Furthermore, it is apparent that without a current disparity study, there is no mandate for agency participation and accountability. However, with your help, OEO will continue to strive to create programs to address these issues despite the obstacles through aggressive external/ internal training and monitoring participation analysis in order to better advocate for our M/WBE vendors. Within our FY10 Annual Report, we will display how OEO has accomplished the following:

- OEO strategic plan for outreach and education in response to the FY10 Annual report
- Streamlined the M/WBE Certification Process
- Enhanced our data gathering techniques for prompter responses to changing trends
- Certify more M/WBE vendors in the history of the program
- Developed a targeted plan to analyze M/WBE underutilized areas of state procurement
- Successfully executed pilot programs and collaborations
- Strengthened communication and accountability opportunities for M/WBEs.

OEO would like to thank our advocates and business owners for tirelessly assisting OEO as we work to **Move Missouri Forward** by creating inclusive procurement policies framework for the State of Missouri.



Picture 1: Elizabeth Birks, OEO Outreach coordinator and Mr. Les Payne, award winning journalist.

Picture 2: Mr. Alan Green, OEO Director, Mr. John Hagler, Director of the Department of Agriculture, Mrs. Mary Ratliff, MO NAACP President and Mr. Lonnie Ratliff

Picture 3: Elizabeth Birks, OEO Outreach Coordinator, Mr. and Mrs. Rod Chapel, and 5th district Kansas City Councilman Terry Riley,

Picture 4: Alan Green, OEO Director, Alvin Brooks - KC Police Commissioner, 5th district Kansas City Councilman Terry Riley, and Mr. Keith Savage, M/WBE Advocate



STATEWIDE PARTNERS

Kansas City

- Black Chamber of Commerce
- Hispanic Chamber of Commerce
- Greater Kansas City Chamber of Commerce
- Legislative Black Caucus Foundation
- Asian Chamber of Commerce
- National Association of Construction Contractors Cooperation (NACCC)
- Mid-America Minority Business Council
- Missouri Women's Business Center
- National Association of Women Business Owners (NAWBO)
- Urban League of KC
- Dos Mundos
- Kansas City Call
- Kansas City Star
- 103.3 FM
- 107.3 FM
- National Black MBA Association
- University of Missouri, KC
- Metropolitan Community Colleges
- Full Employment Council
- Hispanic Contractors Association
- Alpha Phi Alpha Fraternity, Inc. (various chapters)

- Alpha Kappa Alpha Sorority, Inc. (various chapters)
- Mattie Rhodes Center
- Hispanic Economic Development Corp.
- Cabot Westside Heath Center
- Hispanic Chamber of Commerce of Greater KC
- Guadalupe Centers, Inc.
- Westside housing Organization, Inc.
- Westside Housing Organization, Inc.
- LULAC Nat'l Educational Service Center
- Vista Communications
- Kansas City – City Council
- City of Kansas City
- Small Business Administration – KC
- Full Employment Council
- Kansas City Chiefs (various players)
- Kansas City Black Pages
- Ecumenical Leadership Group

Mid-Missouri

- University of Missouri, Columbia
- Lincoln University
- Jefferson City Chamber of Commerce
- National Association of Women in Construction
- Missouri Procurement and Technical Assistance Centers (MOPTAC)
- DED - DWD
- DED – Women's Council

St. Louis

- National Association for the Advancement of Colored People (NAACP) – St. Louis Branch
- National Association for the Advancement of Colored People (NAACP) – St. Louis County Branch
- St. Louis Black Leadership Roundtable
- Urban League of Metropolitan St. Louis
- St. Louis American
- St. Louis Black Pages, Inc.
- St. Louis Minority Business Council
- Clear Channel Radio (Majic 104.9 FM)
- Better Family Life, Inc.
- Hispanic Chamber of Commerce of Metropolitan St. Louis
- Lambert St. Louis International Airport DBE Program
- Harris Stowe State College
- St. Louis University
- University of Missouri – STL
- Various Asian American Organizations
- Alpha Phi Alpha Fraternity, Inc. (various chapters)
- Alpha Kappa Alpha Sorority, Inc. (various chapters)
- Iota Phi Lambda
- City of St. Louis
- Small Business Administration – St. Louis

